

Law Enforcement News

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IACP's long search is over

Florida chief signs aboard as association's new executive director

The president of the International Association of Chiefs of Police, Chief Thomas Sardino of Syracuse, N.Y., can breathe a huge sigh of relief. As Sardino had hoped, the organization can now head to its annual convention in Houston this month with the drawn-out, complication-filled search for a new executive director finally at an end.

The IACP's new executive director, Chief Jerald R. Vaughn of the Largo, Fla., Police Department, said he was both pleased and honored to have been appointed to the post, but acknowledged that he will take on the job with his eyes wide open to the organization's many problems.

"There are some very serious problems that need to be addressed," Vaughn said. "I go into it with the attitude that I'm going to devote my full energy and efforts to solving those problems and making the IACP once again the most respected law enforcement organization in the world."

Over the past 18 months, IACP has been wracked with financial and organizational problems. Preparation for an impending audit by the Internal Revenue Service earlier this year disclosed a misfiling of tax forms for the past 40 years, as well as irregular accounting procedures in the channeling of some \$900,000 through IACP accounts.

The chiefs' group had come within a whisker of wrapping up the search for an executive director in August, but found itself in yet another tailspin after the executive committee's choice for the job, Dr. Charles Hartmann, resigned under as yet unexplained circumstances after less than a day in office.

Vaughn was chosen for the job from the five remaining finalists at a meeting of the IACP executive committee on September 8. He is said to have been the unanimous choice of the committee.

Vaughn brings to the position credentials that include serving as chief in Largo, Fla. and Garden City, Kan., as well as having served in the command ranks of the Englewood, Colo., Police Department.

The treasurer of IACP, Chief Russell Dwyer of Middletown, Ohio, appeared to be as relieved as Sardino at the news of Vaughn's selection, saying that the appointment will allow the organization to move ahead in its efforts to find a comptroller — a position that has also been vacant for several months.

"It's one of the things that has been holding up the area I'm involved in," Dwyer said. "We've been having problems getting a new comptroller on board until we could hire an executive director."

Obviously, people who were looking at that position did not want to take it and then find we hired Attila the Hun or something."

Not only has IACP been "freed" to hire a qualified leader, observed Dwyer, but the association will now be able to attend to other important issues as IACP "slowly turns the corner and gets back on its feet."

Vaughn has been hailed for his accomplishments in police training and management and has been a lecturer and faculty member at the FBI Academy in Quantico, Va., and at Arapahoe Community College in Colorado.

Vaughn, who has been widely published in professional journals, holds a master's degree in public administration and a bachelor of science in the administration of justice. He has also served as an assessor for the Commission on Accreditation for Law Enforcement Agencies.

Dr. Marson Johnson of the Florida Institute of Law Enforcement called Vaughn "an individual who is willing to look at various problems and once he makes a decision he basically sticks to it."

"He makes a decision," Johnson said, "by doing his homework."

Chief Darrel Stephens of the Newport News Va., Police Department was Vaughn's predecessor as police chief of

Largo. He said Vaughn will face a difficult challenge in getting IACP back on its feet.

"Jerry is an intelligent person who's had experience as a police chief in two different cities and I think he's capable of providing the kind of direction and leadership that IACP needs," Stephens noted.

For IACP's treasurer, Chief Dwyer, Vaughn's police experience is a key asset. "I think there is some real merit in having an executive director that has that law enforcement background," Dwyer said. "It makes him a part of the fraternity. He has the ability to interact with these people and over and above that, I think it gives you a background when you're talking about national issues. It gives you the opportunity to call upon quite a few years of experience and to formulate a response that you might not have if you were an outsider coming in."

Although Vaughn conceded that it would be premature at this time to speak of making specific changes in IACP, he said his task right now is to "get on board, to

look very closely at the entire operation, to analyze it carefully and make those changes based on my observations firsthand and not necessarily respond to rumors and half truths that have circulated about IACP."

Chief Stephens asserted that IACP's financial situation is a top priority issue for the new director. "An audit is in process and that leads to what the results of that audit are and how to put IACP back on sound financial basis," he said. "Its staff has been declining over a number of years and I think that as a result, they have not been in a position to provide as good membership services as they could. I think that's an issue that Jerry should make a high priority."

Vaughn believes that with the support and assistance of the membership he can meet the challenges of the job. "There is a lot to be done," he said, adding that as someone who comes from outside the current IACP hierarchy, he will be able to evaluate current problems more objectively, and see what can be done to correct them.

NYC boosts college for cops with new Police Cadet Corps

By Jennifer Nislow

In a move that begs comparison to King Solomon's threat to divide a child in half to satisfy two women claiming to be its mother, New York Mayor Edward I. Koch announced in September that the city's police department would implement a Police Cadet Corps (PCC) program that combines elements of two rival programs that have been competing for official attention and funding.

For much of the past three years, the city has been examining the relative merits of a Police Cadet program proposed by John Jay College of Criminal Justice and the Patrolmen's Benevolent Association, and the Police Corps program pioneered by law enforcement consultant Jonathan Rubinstein and attorney Adam Walinsky. The debate between proponents of the two plans has generally been lively, and at times heated.

The announcement of the Police Cadet Corps by Mayor Koch is seen as a truce, however, by Dr. Gerald W. Lynch, the president of John Jay. "Basically," Lynch said, "it's a historic work because it really mandates a college education as a prerequisite for entering into the police department. It's a longer probationary period, really an apprenticeship where you can evaluate the person's performance on the job. Therefore, it combines training, work and education in a very constructive way."

The Police Cadet Corps would offer tuition loans of \$1,500 per year for a cadet's junior and senior years of college. During those two years, cadets would serve summer apprenticeships of approximately 800 hours with the NYPD, at a pay of \$5 an hour. The tuition loans would be forgiven after graduation from the Police Academy and two years of service

with the police department.

The cadets, who will be recruited from the ranks of sophomores at New York City colleges and universities, will also participate in an 80-hour training and orientation curriculum. The PCC officers will be issued distinctive uniforms, but will not carry weapons.

Starting this month, the NYPD will begin recruiting the Cadet Corps's first class of 200 undergraduates. To qualify for appointment to the program, students will have to meet medical, psychological and character qualifications. While in the program, cadets will take a regularly scheduled Civil Service exam for police officers. Failure to pass the entrance exam or to maintain satisfactory academic standards will result in dismissal from the program.

The specific procedures for
Continued on Page 6

Gary Hayes, PERF chief, dead of cancer at age 40

Gary P. Hayes, the executive director of the Police Executive Research Forum since its founding in 1976, died September 8 after a bout with cancer. He was 40 years old.

Hayes had come to PERF from the Boston Police Department, where he served as a high-ranking administrative assistant. While with the department, he worked on the reorganization of its command structure and also conducted a national search for a new police commissioner that led to the hiring of Robert diGrazia.

The current president of PERF, Chief Neil J. Behan of the Baltimore County, Md., Police Department, described Hayes as "an outstanding young man, who in a short span of years became nationally and internationally known as a force in law enforcement."

"His broad knowledge of our field put him in demand everywhere," Behan noted. Moreover, he added, "In all his dealings with police matters he kept in mind the perspective of the police officer as much as, if not more than the perspective



Gary Hayes

of the executive. He was invaluable in that way."

PERF was formed by 10 big-city police chiefs with assistance from the Police Foundation. Former foundation president Patrick V. Murphy said Hayes "took the idea of a Police Executive Research Forum and created what has become one of the most important organizations in policing in the country."

"His style of leadership and his personality attracted to the organization a roster of outstanding police chiefs,"

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Around the Nation

Northeast

DELAWARE — The State Supreme Court has ruled that Superior Court judges can order criminals to pay their victims for suffering and inconvenience, as a condition of the offender's probation.

A state audit has revealed that a state program to rehabilitate drunken drivers failed to collect more than \$175,000 in overdue fees. It was reported that no collection system for the fees was in place.

MARYLAND — The International Association of Chiefs of Police has released the results of an intensive study of police use of deadly force in the nation's 57 largest municipal police agencies in a revised and updated manual. The manual, entitled "A Balance of Forces: Model Deadly Force Policy and Procedure," is available directly from IACP, at a cost of \$21.95 for non-members and \$19.95 for members. Write to IACP, 13 Firstfield Road, Gaithersburg, MD 20878.

Serious crime in Baltimore County rose 5.7 percent during the first six months of 1985, spurred by an increase in the reporting of domestic assault cases. Aggravated assaults soared by 27.2 percent, reportedly as a result of the implementation last October of a spousal abuse program that encourages victims of such assaults to report and prosecute the crimes.

NEW YORK — Top leaders of an Asian organized-crime syndicate known as United Bamboo were arrested September 16 in what officials described as "a significant blow" at the group's activities. Officials said the syndicate was involved in major drug dealing, gambling, extortion, bribery, kidnapping and murder for hire. Thirteen defendants were named in three criminal complaints filed in Federal District Court in Manhattan. The arrests capped a five-month undercover operation.

PENNSYLVANIA — The City of Clairton last month laid off 13

police officers and 10 firefighters, blaming the furloughs on an aging population and low property assessments.

RHODE ISLAND — Capt. Edward Pare of the state police has been named interim director of the state Transportation Department. Joseph Pezza resigned from the post September 7 amid controversy over a highway job in Pawtucket and the selection of consultants.

VERMONT — The coordinator of the Rutland Police Department, Judith Sambrook, was suspended without pay last month, accused of misuse of funds. Sambrook, Acting Chief Douglas Williams and Acting Capt. Anthony Bossi were all suspended with pay in August on charges of padding expenses.

Southeast

ARKANSAS — Police Chief Sam Bradley of Eudora was suspended last month after being charged with drunken driving in a fatal accident September 15.

NORTH CAROLINA — Two Arkansas jail escapees accused of killing a rookie North Carolina highway patrolman were captured quietly September 18 after eluding bloodhounds for three days in the Blue Ridge Mountains. A 300-member posse had combed the woods looking for Jimmy Rios, 23, and William Bray, 21, who allegedly shot and killed Trooper Robert Lee Coggins, 27, after the officer stopped their pickup truck. Coggins was the third trooper slain in the state this year.

TENNESSEE — The Corrections Corporation of America has offered to pay \$250 million for a 99-year lease of the entire state prison system. The company, the largest owner and operator of private jails and prisons in the country, already operates the Hamilton County jail in Tennessee, along with two other facilities in Texas. Gov. Lamar Alexander is reportedly planning to recommend that the State Legislature consider privatiza-

tion. The state has 17 facilities housing a total of 7,600 inmates.

A parachutist wearing combat fatigues and carrying pistols and knives — and 79 pounds of cocaine — plunged to his death in a Knoxville backyard September 11 when his parachute failed to open. Police identified the would-be smuggler as Andrew Thornton, 41, a former Army paratrooper and narcotics officer for the Lexington, Ky., Police Department. Thornton had pleaded guilty to marijuana-possession conspiracy charges in 1982, and served six months on the charge.

Midwest

ILLINOIS — The Chicago Police Department initiated a victim assistance program September 12 as part of a nationwide effort by municipal police agencies to provide or improve services offered to crime victims and their families.

INDIANA — Allen County police ended a two-day sickout early last month in a dispute over pay and benefits. County officials have said they will meet with union leaders in an effort to iron out differences.

MICHIGAN — The State Supreme Court has upheld a law that allows juries to hand down a verdict of guilty but mentally ill.

Homicides in Detroit rose 18.7 percent during the first seven months of this year, although the total number of reported serious crimes dropped 5.5 percent, according to police department statistics. Rapes also showed an increase, of 10.6 percent, and assaults were up by 7.2 percent. All other Part I crime categories decreased.

OHIO — Attorneys for the State Highway Patrol have instructed troopers to continue giving breath tests to suspected drunken drivers despite a Federal judge's ruling that may have temporarily outlawed the practice. Said John Hykes, an assistant attorney general representing the patrol, "We are instructing our of-

ficers to proceed as normal."

One of the oldest urban jails in the country, the main cell block at the Community Correctional Institution in Cincinnati, closed its doors September 16 after more than a decade of court battles. The five-story, Civil War-era cell block has 550 cells, all lacking plumbing and lights. Conditions in the facility were first found to be inhumane in 1976, and the jail was ordered closed in 1978.

Plains States

IOWA — Des Moines, citing an increase cases of child molestation and incest, have formed a special sex-crime investigation team.

MINNESOTA — State correctional officials have proposed guidelines to be used when blood tests show inmates have been exposed to the AIDS virus. The guidelines call for a second confirmatory test for the antibody to the virus, and for prisoners who test positive to be given physical examinations and have their medical histories taken. The guidelines, which must be approved by the attorney general's office, medical personnel and the commissioner of corrections, do not call for isolating such inmates.

Southwest

ARIZONA — As of September 9, Maricopa County (Phoenix) residents were plugged into a 911 emergency telephone system for immediate access to police and firefighters. The system cost \$4.2 million to implement.

TEXAS — State District Judge Ted Poe has begun sentencing people convicted of nonviolent

crimes to spent part of their probation periods helping to restore the rusting battleship U.S.S. Texas. The first group of prisoners was ordered to begin working 20 hours a month on the vessel until it was in good shape. The battleship was commissioned in May 1912.

Charles Rumbaugh, 28, who was convicted of a murder he committed during a robbery at age 17, was executed September 11, despite protests by Amnesty International that the execution violated international agreements barring executions for crimes committed before the age of 18.

Far West

CALIFORNIA — Federal and state law-enforcement officials have said that Los Angeles may be the nation's capital for illegal trafficking in several commonly abused prescription drugs. The officials said the illegal sale of licit drugs may be bringing in more than \$1 billion in California each year.

OREGON — The Oregon Employment Relations Board has ruled that the City of Portland may not legally pay a part-time salary to Police Officer Sten Peters, who works full-time as president of the Portland Police Association. Peters gets \$16,282 annually in part-time pay.

WASHINGTON — The racketeering trial of 11 members of a neo-Nazi group known as The Order began September 12 in Seattle. The defendants are charged with running two counterfeiting operations; engaging in a series of bank- and armored car robberies; the arson and bombing of a pornographic movie theater and a synagogue; at least two murders, and the interstate transportation of stolen money.

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**DRINKING AND DRIVING
CAN KILL A FRIENDSHIP**

Teenage police interns get closer look at Rochester policing

Each summer for the past four years, 16 teenagers from the Rochester and Monroe County, N.Y., area have been given a chance to find out what it is like to work in the law enforcement field, thanks to grants from the Eastman Kodak Company and Rochester Jobs Inc (RJI).

The Law Enforcement Appreciation Program (LEAP) is a summer internship program designed for teens who have an interest in the criminal justice field. The participants work one month at a local law enforcement agency and then rotate jobs with others in the program.

Two participants are assigned to each agency. According to Thomas Hastings, the president of Rochester Jobs Inc. and former police chief of Rochester, interns ideally go from a large agency the first month to a smaller agency for the remainder of the program. "It gives them a couple of different perspectives on what law enforcement's about," he said.

The teens, Hastings said, are picked by the agencies themselves. Those chosen have shown an interest in the criminal justice field either through a community college or a law enforcement support program.

The interns work approximately 25 to 30 hours a week and are on RJI's payroll. "In each department they will hopefully get a chance to see the facilities and learn something," Hastings said. "Generally, most of the agencies have something they want them to do in the way of work — taking complaints, for instance."

At the mid-point in the program, interns get a chance to test their police skills on a tactical simulator. The simulator, housed at the Monroe County Criminal Justice and Public Safety Training Center, is a table-top model of an urban community. Designed by the center, it is an exercise for the first respondent to the scene of a crime or emergency such as a serious fire or hostage negotiation. According to Hastings, most of the law enforcement community in Monroe County has trained on it.

Program participants watch police recruits train on the model with an instructor and then get a chance to use it themselves. Said Hastings, "It's all the kinds of work that will give them a better appreciation of law enforcement."



Instructor Steve Bowman offers advice to two interns as they test their skills on a tabletop tactical simulator. Eastman Kodak Co.

'Cop-killer' ammo bill gets House committee OK

The House Judiciary Committee has approved legislation to outlaw the importation, manufacture and sale of armor-piercing ammunition — the so-called "cop-killer" bullets.

The legislation, known as the Law Enforcement Officers Protection Act of 1985, was sponsored by Rep. William J. Hughes (D.-N.J.) and Rep. Mario Biaggi (D.-N.Y.). The bill reportedly came out of committee with broad bipartisan support.

The bill outlaws the ammunition except for government use, testing, research or export. The ammunition affected by the bill is capable of penetrating the soft body armor worn by many police officers throughout the country.

"Armor piercing 'cop-killer' bullets serve absolutely no sporting purpose and there is no legitimate civilian use for these bullets," said Hughes. "This ammunition should not be manufactured, it should not be imported, and most importantly it should not be available for sale in any gun store to anyone who walks in off the street."

An earlier effort to enact the ban died last year when House Speaker Thomas P. O'Neill refused to bring the controversial legislation before the full House as the 98th Congress made ready to adjourn. Opponents of the bill had objected to the ban on sale of the bullets. According to a state-

Continued on Page 13

Subliminal messages seen as shoplifting deterrent

A wee, small voice in the ear of a prospective shoplifter may be just the thing to avert thefts and save retailers, consumers and taxpayers money, as well as spare the would-be shoplifter a lot of grief and embarrassment.

That's the conclusion of research conducted by Shoplifters Anonymous, which has endorsed the use of subaudible devices — subliminal messages — to deter accidental and deliberate theft.

The president of the nonprofit organization, Lawrence A. Conner Jr., noted that when a shoplifter is in the process of stealing, he enters an "altered state" and reacts to a variety of real and imagined stimuli. Conner said that a subaudible message played over a store's public-address system — messages such as "remember to pay for the merchandise," "stealing is not worth the risk," "remain honest" or "someone is watching" — might be highly persuasive to someone in that altered frame of mind.

The Shoplifters Anonymous study, Conner said, debunks the notion that subaudible messages are a form of mind control or

deceptive advertising. There is no scientific evidence, Conner said, connecting subaudible messages to mind control and there are no recorded cases of subaudible messages used for selling a product. "There are substantial differences between subvisual and subaudible messages and they are usually misunderstood by those commenting on the subject," he said.

The charge, Conner said, adds up to nothing more than guilt by association as a result of early attempts to use subliminal messages in television commercials and movies.

Shoplifters Anonymous was awarded a research grant for the study by Midwest Research of Pontiac, Mich. It was a "hands off" grant involving no restraints or obligations, according to Owen Stitz, the vice president of Midwest Research. Stitz said the report was critical of some procedures used by companies, but he conceded that it was a small price to pay for an objective study. Stitz called the report "the first independent evaluation to deal fairly with the topic of subaudible messages."

Bigger is better:

Sports cars exit Georgia

When Georgia state troopers started using sporty Ford Mustangs and Pontiac Trans-Ams in the early 80's to chase down speeding suspects, history was made.

That era, however, is coming to an end. According to Bill Wilson of the Georgia Department of Public Safety, the sports cars, although quicker than a standard full-size cruiser, are not spacious enough for some officers and for equipment such as guns, first-aid kits and fire extinguishers. It was also difficult to transport suspects in the down-sized coupes.

The cars were purchased at a time when the State Patrol felt that a full-sized sedan could not accelerate quickly enough to keep up with a speeding suspect. The Mustangs could go from a standing start to 100 mph in just 17 seconds and were a pleasure to handle.

The trooper-equipped sports cars quickly made a name for themselves at posts where speeders were a problem. "I can catch 'em quick," said Trooper Sammy Patrick, who patrols out of Covington on Interstate 20 in a Mustang with 80,000 miles on the odometer. "It gets the job done," he said.

Many officers, however, are not mourning the sports cars' exit. Wilson said the full-sized sedans seem to provide a better deterrent to lawbreakers than do the small cars. In addition, he said, they're more comfortable. "That's a factor when you sit in one all day," he

said.

Wilson added that the new sedans compare favorably in speed to the Mustangs and Trans-Ams. The new full-size cars can go from zero to 100 mph in 20 seconds. When the patrol started experimenting with the small cars five years ago, the Ford LTDs coming out of Detroit took nearly 30 seconds to get up to 100 mph.

"There are still some cars out there on the road that can outrun

us, but they can't outrun that radio," Wilson said.

Patrol cars are usually turned in to the state's surplus property division for resale after 85,000 miles, Wilson said. That has been the fate of most of the Mustangs and Trans-Ams, and it is expected to happen to all but one of the four sports cars still on the road.

Wilson said they may keep one car to put in a patrol museum they plan to build someday. "It was an interesting era in the patrol's history," he reflected.

New class of sky marshals starts training in secret

In hopes of maintaining friendly — and safe — skies, a new class of air marshal recruits began training recently at a secret Federal Aviation Administration (FAA) facility.

According to the FAA, the new air marshals should be riding aboard selected overseas flights by mid-October following a five-week training program.

Senator Lloyd Bentsen (D-Tex.), who sponsored legislation to give the FAA an extra \$2 million for the air-marshal training, had called for armed marshals on overseas flights in wake of the hijacking of a TWA jet in June. Bentsen said he sought the new air-marshal program because of its success with the Israeli airline El Al.

Since the use of X-ray screening

of passengers and baggage at airports began in 1973, the sky-marshal force has been small, according to FAA spokesman Fred Farrar.

However, armed air marshals already on the FAA payroll began riding on a number of overseas flights earlier this summer.

For reasons of security, the FAA is not divulging the location of the training facility or the number of recruits. Air marshals previously received training at the FBI Academy in Quantico, Va.

Jo Ann Sloan, an FAA spokeswoman, said the agency will determine on a case-by-case basis which flights will carry marshals. "I imagine it's going to depend on what countries they go to," she said.

People and Places

Something to crow over

The University of Louisville is getting a new addition to its National Crime Prevention Institute (NCPI) in criminologist Timothy Crowe, the institute's new director.

Over the past four years as president of TDC Associates, a consulting service in applied criminology, Crowe has taken on more than 120 projects ranging from the reorganization of police departments to the development of a security plan for the Knoxville, Tenn., World's Fair in 1982.

With a national reputation in crime prevention, Crowe defines his specialties as environmental design and the rebuilding of police juvenile operations.

Under Crowe's leadership, NCPI plans to begin research projects to increase the institute's visibility and reputation as well as expanding its offerings into the academic setting.

"Crowe's addition to our administrative team represents another major success story in the effort to make U of L a major urban university," said J. Price Foster, dean of the university's College of Urban and Public Affairs.

also held down the post of dean of administration at the fledgling John Jay College.

Murphy was named president of the Police Foundation in 1973 after resigning as police commissioner of New York. During his



Murphy

tenure as commissioner, Murphy made sweeping reforms to clean up the corruption uncovered by the Knapp Commission.

John Jay's President Lynch welcomed his newest professor at a meeting of the college's faculty, noting, "Pat Murphy has been at the forefront of criminal justice thinking and police administration for over two decades. He is a courageous proponent of more modern, professional policing, and a highly visible leader in the struggle for fairness in the criminal justice system."

Life in the fast lane

Beware would-be highway robbers in the Miami area: the State Attorney's Office there has said they will not prosecute if a thief is run over in the act of robbing a motorist.

State Attorney Janet Reno and other law-enforcement officials spoke out at a public meeting to address a rash of crimes on Miami expressways, particularly Interstate 95, in which thieves stop cars and smash their windows with rocks, stealing from and occasionally injuring drivers.

When asked by a member of the audience whether motorists should try to run down suspicious individuals who run in front of their vehicles, Reno said there could be serious problems if a small, unarmed child runs in front of a car and the driver runs the child over out of an overreaction to neighborhood hysteria.

However, Reno added, if the person run down was indeed armed and posed a threat, "my office will not prosecute."

What They Are Saying

"There is a lot to be done."

Jerald R. Vaughn, police chief of Largo, Fla., who has been chosen as the new executive director of the IACP. (1:1)

Secret Service finds its mark

While they call themselves the Secret Service, officers in that specialized branch of law enforcement have been making no secret of their shooting skills.

At the 1985 National Police Revolver Championships held in late August, the Secret Service walked away with four first-place honors and three third-place showings in the matches sponsored by the National Rifle Association and conducted by the Iowa Law Enforcement Academy.

After the Secret Service was done shooting up the rest of the field, other honors were handed out in a shotgun-like spray, with first-, second- and third-place honors going to representatives of more than a dozen different law enforcement agencies.

Nearly 700 law enforcement officers competed for awards in competitions such as the President's pistol match, the national police shotgun competition, the NRA national individual service revolver championship and the national police service revolver championship.

Match results included:

Police Marksmanship Four-Man Team Championship: first place, U.S. Secret Service (Officer George W. Foley, Officer Bruce N. Cnrtis, Sgt.

Aranzo A. Milbourne and Sgt. James W. Gilleland Jr.); second place, U.S. Border Patrol

"Blue" team; third place, Los Angeles Police Department "Blue" team.

Police Marksmanship Two-Man Championship: first place, Washington, D.C., Metropolitan Police Department (Officer Elizabeth Callahan and Sgt. Gary Nelson); second place, Montgomery County, Md., Police Department (Officer George Bransom and Corp. Richard H. Fried); third place, Arizona Department of Public Safety (Patrolman Charles Crawford and Officer Frank Glenn).

National Police Shotgun Competition: first place, Roger B. Lowry (Colorado Division of Wildlife); second place, Jack Magruder (Prince George's County, Md., Police Department); third place, Charles N. Pirtle (U.S. Border Patrol).

National Individual Police Service Revolver Championship: first place, Deputy Jerry P. Eason (Sacramento County, Calif., Sheriff's Department); second place, Officer George H. Bransom (Montgomery County, Md., Police Department); third place, Dale W. Holmes (U.S. Secret Service).

President's Pistol Match: first place, Inspector Charles R. Grahatin (U.S. Customs Service); second place, Officer Chris J. Kaufman (Los Angeles Police Department); third place, Officer Frank Glenn (Arizona Department of Public Safety).

Police Distinguished Match: first place, Officer Charles E. North (U.S. Secret Service); second place, Patrolman Alan L. McDuff (Alabama State Troopers Reserve); third place, Officer Frank Glenn (Arizona Department of Public Safety).

National Police Off-Duty Revolver Championship: first place, Dale W. Holmes (U.S. Secret Service); second place, Deputy Jerry P. Eason (Sacramento County, Calif., Sheriff's Department); third place, Sgt. James Gilleland Jr. (U.S. Secret Service).

National Police Service Revolver Championship: first place, Officer Charles D. Smith (St. Louis Police Department); second place, Deputy Sheriff J.W. Whitmarsh (Los Angeles County Sheriff's Department); third place, Dale W. Holmes (U.S. Secret Service).

National Police Revolver Individual Championship: first place, Sgt. Aranzo A. Milbourne (U.S. Secret Service); second place, Officer Douglas A. Young (Wackenhut Services Inc. of Albuquerque, N.M.); third place, Stein Johansen (Norwegian Embassy to the United States).

Overall Women's Championship: first place, Corp. Mary M. Januszekiewicz (Charleston City Police Department, Mt. Pleasant, S.C.); second place, Officer Elizabeth Callahan (Washington, D.C., Metropolitan Police Department).

Riggins, Mark May, Dave Butz, Art Monk, Russ Graham and Charley Mann.

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It's in the cards

Police officers in Richmond, Va., will be trading football cards with youngsters in the coming weeks as a part of a youth-oriented crime-prevention effort.

The cards, which feature Washington Redskin players such as Clint Dildler, Nell Olkewicz and Joe Thelsmann, will provide youths with crime prevention tips as well as information about the athletes. Sixteen cards are available throughout the football season. Youngsters must contact a local police officer weekly to get the featured card for that week.

Frito-Lay Inc. and the Washington Redskins, who are sponsoring the program in conjunction with the Virginia Crime Prevention Association and the state Department of Criminal Justice Services, believe that such positive contact between youths and law enforcement will build a rapport between the two groups.

The cards are being distributed



Nell Olkewicz of the Redskins by the Virginia Crime Prevention Association to nearly 80 law enforcement agencies who have indicated a desire to participate in the program. Police and Citizens Together (PACT) will be distributing cards to northern Virginia, Washington and southern Maryland.

In the coming weeks, youngsters can look forward to cards featuring such Redskins as Darryl Grant, Joe Jacoby, Vernon Dean, Mel Coffman, Calvin Mohamed, Dexter Manley, John

ABA holds meeting in cradle of common law

Thatcher rips terror, drug sales

Reporting by Jonah Triebwasser

LONDON — With President Reagan's diatribe against "outlaw states" still ringing in their ears (see LEN, August 12, 1985), delegates from the American Bar Association flew from Washington to London this summer for the second half of the lawyers' annual convention.

When the American attorneys arrived to meet their British legal cousins in the cradle of Anglo-American common law, they heard British Prime Minister Margaret Thatcher, herself a former barrister, pick up where Reagan left off in condemning what she called "the savage threat of terrorism."

In her address at the Royal Albert Hall, Mrs. Thatcher reminded the attorneys from both countries that "the terrorist uses force because he knows he will never get his way by democratic means. Through calculated savagery, his aim is to induce fear in the hearts of people, and weariness toward resistance."

Asserting that terrorists usually commit crimes that will garner maximum public attention for their cause, the Prime Minister told the ABA delegates that "in this evil strategy, the actions of the media are all important."

"For newspapers and television, acts of terrorism inevitably make good copy and compelling viewing," she said. "The hijacker and the terrorist thrive on publicity; without it, their activities and their influence are sharply curtailed. There is a fearful progression, which the terrorists exploit to the full. They see how acts of violence and horror dominate the newspaper columns and television screens of the free world. They see how that coverage creates a natural wave of sympathy for the victims and pressure to end their plight no matter what the consequence."

And the terrorists exploit it. Violence and atrocity command attention."

Starve the terrorist

Vowing that democracy will not be held hostage to the publicity-seeking terrorist, Mrs. Thatcher declared that "we must try to find ways to starve the terrorist and the hijacker of the oxygen of publicity upon which they depend."

While conceding that neither Britain nor the United States advocates imposing constraints or censorship on the media, Mrs. Thatcher suggested that the media might be asked to adopt a voluntary code of conduct, under which "they would not say or show anything which could assist the terrorists' morale or their cause while the hijack lasted."

The Prime Minister went on to propose that the most vital consideration in combating terrorism is never to agree to their demands. "We must have the willpower never to give in to the terrorist," she said. "We in Britain will not accede to the terrorists' demands. The law will be applied to them as to all other criminals."

"Prisoners will not be released, statements in support of the terrorists' cause will not be made, if hijacked aircraft land here, they will not be allowed to take off, for in conceding terrorist demands the long-term risks are even greater than the immediate dangers."

Quoting Benjamin Franklin, Mrs. Thatcher warned that "those who would give up essential liberty to preserve a little temporary safety deserve neither liberty nor safety. That is the message when dealing with international terrorism: weakness never pays."

Support your local bobby

Speaking of the fight against crime in more general terms, Mrs. Thatcher called on the assembled lawyers to support local law enforcement efforts. "We must find more effective ways of protecting

our citizens from crime," she said. "This is not just a matter of giving the police more men and equipment, important as that is. The police cannot do the job on their own. They deserve — and need — our active support. Those who refuse to speak up for them when their support is needed are little better than the carping critics whose voice is so often heard today."

The American and British lawyers also heard Mrs. Thatcher enlist their help in the war on drug abuse, which she called "one further threat to justice which is insidious, dangerous and international."

The Prime Minister called for a concerted campaign of action against growers, producers, traffickers and pushers, utilizing such tactics as crop eradication, relentless police efforts, tougher sentences and laws to allow the seizure of drug-related profits and assets.

"Together we must attack every link in the chain," Mrs. Thatcher said. "And all the time we must never cease to tell young people of the dangers, and help those who have succumbed to climb back to normal life again."

ABA moves to develop rules for terror coverage

LONDON — Responding to British Prime Minister Margaret Thatcher's call to stave terrorists of the "oxygen of publicity," the president of the American Bar Association, William W. Falsgraf, said he would ask two ABA groups working with the media to explore the possible development of voluntary guidelines for covering terrorist activities.

Falsgraf, a lawyer from Cleveland, said he will direct the two groups, the National Conference of Lawyers and Representatives of the Media and the Special Committee on Cooperation with the American Newspaper Publishers Association, to study the issue and make recommendations to the ABA's policy-making House of Delegates for possible action in February at the association's 1986 midyear meeting.

In announcing the move by the ABA, Falsgraf said that in terrorist activities that go on for a number of days, "it is pretty clear that one of the

short-run objectives of the terrorists is to obtain publicity for their cause, whatever it might be, to sow the seeds of discord and fear, and to foster disruption in the country that is subject of the taking."

Said Falsgraf, "I recognize that the competitive nature of the news business is such that without some kind of standard it's just odds-on that some news person is going to release the story unless there are some standards to which the entire business has agreed." He said there is precedent for volun-

tary news-coverage guidelines, noting that during World War II, for example, reporters often withheld stories about future military operations to prevent information slipping to the enemy. In this period of increasing terrorist activity, he said, "this type of voluntary accord could work if the standards are reasonable and if the media is convinced it is in the interest of all free nations to abide by them."

Agency heads talk counter-terror

LONDON — The heads of two legendary law enforcement agencies, the Federal Bureau of Investigation and Scotland Yard, sat down and compared notes recently as to how best to combat the rising tide of criminal terrorist incidents in their respective countries.

This was no private session over lunch, however. Dozens of American and British lawyers were on hand as William Webster, Director of the FBI, and Sir Kenneth Newman, Commissioner of the Metropolitan Police, New Scotland Yard, addressed a seminar on International Cooperation Against Terrorism. The seminar, moderated by former Vice President Walter F. Mondale, was part of the week-long series of meetings held in conjunction with the American Bar Association convention in London.

Terrorism is a special crime

In remarks prepared for the lawyers' group, Webster called terrorism "one of the most challenging and menacing crime problems facing democratic societies."

"Terrorism is a special kind of crime," said Webster, "and it involves a special kind of criminal. He may want to make ideological statements or issue political demands. He may seek to bring about a change in our national policy or the policies of another nation, or he may desire retribu-

tion for real or imagined wrongs."

Webster warned that "the government that reacts to this threat [of terrorism] by repressive measures that suspend individual liberties plays into the terrorist's hands. Such a reaction undermines popular confidence in the government and ultimately could bring it down."

Bearing in mind his own warning about overreaction, the FBI director then pointed with pride to the Bureau's anti-terrorist record when he told the assembled attorneys that "the job of the Federal Bureau of Investigation is to make sure terrorists do not succeed."

"Our goal is to detect and prevent domestic and international terrorist activity in the United States," he declared, "and to investigate terrorist acts abroad which have by statute been made prosecutable in the United States. Ideally, we'd like to be there before the bomb goes off or before the bank is robbed. We can't always do that. But by using all the investigative tools available — informants, electronic surveillance, undercover agents, interagency cooperation, and just plain dogged detective work — we've had some stunning successes."

Webster said the numbers bear out his claims of success against terrorism, noting that in 1977, there were 112 incidents. In 1982, the total dropped to 51 incidents,

and then to 31 in 1983. "So far this year," Webster said, "we've had two terrorist actions."

G-men watch and listen

Webster attributed recent FBI successes against terrorist groups in part to the increased use of legal video and audio electronic surveillance.

"Terrorists are tough and elusive," said Webster. "To be effective we've had to utilize some of our most sensitive investigative techniques — informants, electronic surveillance and undercover agents. We've used these tools against both domestic and international terrorist groups."

The FBI director cited the Bureau's investigation of the Puerto Rican terrorist group FALN in Chicago, in which closed-circuit television cameras were deployed to gather information on bomb-making operations. "We watched them assemble their weapons and make bombs," Webster said. "This group was responsible for a number of serious bombings and armed robberies and our investigation revealed that they were planning even more violence. Based on our TV monitoring and other evidence, we arrested four terrorists."

Webster added as a footnote that "during the pretrial phase of this case, the district court suppressed the videotapes on the

Continued on Page 13

PERF director Gary Hayes dead of cancer at age 40

Continued from Page 1
Murphy added.

Under Hayes's leadership, the organization undertook such projects as the development of a new crime classification system, an evaluation of a solvability model for burglary investigations, and the drafting of a model policy for police promotions, among other endeavors.

Peter White has been chosen to fill Hayes's spot temporarily as acting executive director, according to Behan. Although a firm date for selecting a permanent successor has not been

set, Behan said he wanted to fill the position as soon as possible.

Hayes, who held bachelor's and master's degrees in political science as well as a law degree, is survived by his wife, Susan, and two sons. At Hayes's request, a memorial fund has been established to endow scholarships for police executives. Contributions or requests for information should be directed to: The Gary P. Hayes Memorial Fund, c/o PERF, 2300 M Street N.W., Suite 910, Washington, DC 20037.

NYC to implement Police Cadet Corps

Continued from Page 1
training and screening applicants have not yet been finalized, according to NYPD Chief of Personnel Richard J. Koehler. He said a police department task force has been formed to hammer out the details of the program.

Both the Police Corps proposal and the Police Cadet plan ought to upgrade the NYPD through the recruitment of college students into the department's ranks, although the approaches to that goal differed.

Lynch said it would have been politically difficult for the Mayor to have chosen one program over the other, and thus "he very wisely chose the best of both."

The Police Corps plan, which is still under consideration in other parts of the country, would give

\$8,000 per year to students attending any college in New York State in return for three years of service with a local police agency upon graduation. Corps officers, who would be trained and would serve summer apprenticeships in New York City, would work at reduced salaries and fringe benefits. After three years, it would be up to the individual department whether or not to offer a permanent position to a Police Corps officer.

The Police Cadet program, on the other hand, was geared toward college students interested in a law-enforcement career. The program would have offered a subsidized education to students attending John Jay College in criminal justice-related fields. In addition, extended

police training would be given to students who would serve internships with the NYPD before joining the force permanently after graduation.

Although the new Police Cadet Corps does not give John Jay College an exclusive claim to the program, Lynch said the college can still compete very well with other campuses when it comes to supplying personnel for the program.

"Any student who's thinking about it would want to go to John Jay to advance their education while they're becoming a police officer," Lynch said. "We think we'll get a very good proportion of the students."

Although Mayor Koch ought to find a middle ground between the Police Cadet proposal and the Police Corps, Lynch maintained

that the PCC is derived mainly from the John Jay/PBA Police Cadet program. "Except for not having everything at John Jay, the program is very much like our plan, although it does incorporate the word 'corps,'" he noted.

But while Lynch voiced few disappointments regarding the new program, Police Corps sponsor Adam Walinsky said the program falls short when it comes to the amount of tuition subsidies that will be offered.

For middle-class students, Walinsky declared, \$1,500 a year in tuition subsidies is simply not enough. Poor students, he said, must get through the first two years of college entirely without assistance from the plan. "We're going to be short on the incentive."

"Clearly, it is a great step forward that the city acknowledges the principle that we need better and better educated police officers," Walinsky continued. "This current plan — the police department's plan — is not in my view adequate to implement that principle."

Walinsky also had misgivings about what he contended was a lack of attention paid by the new program to increasing the manpower level of the NYPD. "The point of the Police Corps was to make a major increase in the sworn strength of the department," he asserted. "This plan doesn't do that; this plan only addresses part of the need, which is for better educated police officers, not the need for more police officers."

The John Jay Press — Special Sale

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Summation and verdict earn bad reviews

A fertile ground for reversal of otherwise sound convictions is the prosecutor's summation. Many a young, inexperienced assistant district attorney (and a few older hands, as well) lets his



Supreme Court Briefs

Jonah Triebwasser

imagination and rhetoric run away with him. As the prosecutor paints his picture of the defendant's villainy with broader and broader strokes, the chances of an unfair summation becoming grounds for reversal also expand.

This week's U.S. Supreme Court case presents the issue of whether a capital sentence is valid when the sentencing jury is led to believe by the prosecutor's summation that the responsibility for determining the appropriateness of a death sentence rests not with the jury but with the appellate court that later

reviews the case.

'Your job is reviewable'

Bobby Caldwell shot and killed the owner of a small grocery store in the course of a robbery. In a bifurcated proceeding conducted pursuant to Mississippi's capital punishment statute, Caldwell was convicted of capital murder and sentenced to death.

In making a case for mitigation, Caldwell's lawyers introduced evidence of his youth, family background and poverty, as well as general character evidence. In their closing arguments they referred to this evidence and asked the jury to show mercy. The arguments were in large part pleas that the jury confront both the gravity and the responsibility of calling for another's death, even in the context of a capital sentencing proceeding:

"... I implore you to think deeply about this matter. It is his life or death — the decision you're going to have to make, and I implore you to exercise your prerogative to spare the life of Bobby Caldwell. ... I'm sure [the prosecutor is] going to say to you

that Bobby Caldwell is not a merciful person, but I say unto you he is a human being. That he has a life that rests in your hands. You can give life or you can give him death. It's going to be your decision. I don't know what else I can say to you but we live in a society where we are taught that an eye for an eye is not the solution. ... You are the judges and you will have to decide his fate. It is an awesome responsibility, I know."

In response, the prosecutor sought to minimize the jury's sense of the importance of its role. Indeed, the prosecutor forcefully argued that the defense had done something wholly illegitimate in trying to force the jury to feel a sense of responsibility for its decision. The prosecutor's argument, defense counsel's objection, and the trial court's ruling were as follows:

"Assistant District Attorney: Ladies and gentlemen, I intend to be brief. I'm in complete disagreement with the approach the defense has taken. I don't think it's fair. I think it's unfair. I think the lawyers know better. Now, they would have you believe that you're going to kill this man and they know — they know that your decision is not the final decision. My God, how unfair can you be? Your job is reviewable. They know it. Yet they. ...

"Counsel for Defendant: Your Honor, I'm going to object to this statement. It's out of order.

"Assistant District Attorney:

Your Honor, throughout their argument, they said this panel was going to kill this man. I think that's terribly unfair.

"The Court: All right, go on and make the full expression so the Jury will not be confused. I think it proper that the jury realizes that it is reviewable automatically as the death penalty commands. I think that information is now needed by the Jury so they will not be confused.

"Assistant District Attorney: Throughout their remarks, they attempted to give you the opposite, sparing the truth. They said, 'Thou shalt not kill.' If that applies to him, it applies to you, insinuating that your decision is the final decision and that they're gonna take Bobby Caldwell out in the front of this Courthouse in moments and string him up and that is terribly, terribly unfair. For they know, as I know, and as Judge Baker has told you, that the decision you render is automatically reviewable by the Supreme Court. Automatically, and I think it's unfair and I don't mind telling them so."

After hearing these summations, the jury convicted the defendant and sentenced him to death.

Sentence vacated

In an opinion written by Justice Thurgood Marshall, a divided U.S. Supreme Court vacated the death sentence. Justice Marshall concluded that it was "constitutionally impermissible to rest a

death sentence on a determination made by a sentencer who has been led to believe that the responsibility for determining the appropriateness of the defendant's death rests elsewhere.

"This Court has repeatedly said," Marshall went on, "that under the Eighth Amendment 'the qualitative difference of death from all other punishments requires a correspondingly greater of scrutiny of the capital sentencing determination.' *California v. Ramos*, 463 U.S., at 998-999. Accordingly, many of the limits that this Court has placed on the imposition of capital punishment are rooted in a concern that the sentencing process should facilitate the responsible and reliable exercise of sentencing discretion. See, e.g., *Eddings v. Oklahoma*, 455 U.S. 104 (1982); *Lockett v. Ohio*, 438 U.S. 586 (1978) (plurality opinion); *Gardner v. Florida*, 430 U.S. 349 (1977) (plurality opinion); *Woodson v. North Carolina*, 428 U.S. 280 (1976)."

In evaluating the various procedures developed by states to determine the appropriateness of death, the Supreme Court's Eighth Amendment decisions have accepted as a given that capital sentencers would view their task as the serious one of determining whether a specific human being should die at the hands of the State.

Continued on Page 12

Crime prevention gets its own master plan

What is believed to be the first comprehensive crime-prevention plan for a city is currently being studied by officials of Clifton, N.J., a middle-class suburban



Burden's Beat

Ordway P. Burden

community of 75,000 near New York City. The plan is the work of the National Crime Prevention Council, a private organization which is one of the largest repositories of crime-prevention information in the country. The NCPC is also the father of McGruff, the Crime Dog, who trails only Snoopy on any list of famous canines.

Clifton's crime-prevention plan will be an integral part of the city's overall master plan. The idea for the study came from William Walters, the city's Director of Housing and Community Development, and Raymond J. Cramer, the police department's lone crime-prevention officer, with the full support of Police Chief Edward Kradatus and other city officials.

Clifton paid the National Crime Prevention Council \$15,000 for the year-long study and 85-page report, which is chock full of recommendations for enhancing police productivity, improving the volunteer Block Watch program, establishing a community crime-prevention council, and otherwise shifting resources to make crime prevention a priority for police, schools, businesses and

civic groups. The report estimates that it would cost \$80,000 to implement all recommendations, not including the salaries of new employees. Much of the cost would be paid with Federal community development funds, according to Walters, because crime prevention is part of the city's neighborhood preservation program.

"The study has broadened our whole outlook on crime prevention into 15 or 20 areas that we never even thought about," Walters said. All told, the report makes 52 key recommendations covering police operations, community-wide action, schools and youth services, senior citizens, ethnic groups, businesses, communication with the public and action by city government.

The report praised the Clifton Police Department and its current crime-prevention efforts. But it made several recommendations for improvement, basing them on the Integrated Criminal Apprehension Program (ICAP), the model policing system now used in several hundred police agencies to improve productivity. The recommendations include:

¶ Creating a crime analysis unit to keep track of patterns and trends in crime;

¶ Redesigning some report forms to improve data management and save the time of officers;

¶ Developing a more comprehensive and efficient call-for-service and response system;

¶ Establishing a system to exchange crime data with the 11

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Flashback



1956: Hard hats

Ever aware of the danger of skull fractures and other head injuries from motorcycle riding, these Cincinnati motorcycle patrolmen sport the new and the old in headgear for riders. Officer John McElhaney (l.) wears the department's new crash helmet, made of shock-resistant plastic, while Officer Wilbur Klosterman (r.) recalls the days of riding with only a police cap for protection.

Wide World Photo

'evelyn':

Police brutality: stacking the statistical deck

By "evelyn"

During the first 10 months of 1984, there were 5,453 cases of police brutality filed nationwide. The profusion of ac-

First article in a series

cusations against police had surged to 6,698 by the year's end.

On May 6, an article in The New York Times interviewed ex-detectives, psychiatrists, sociologists and high ranking police officials about their beliefs as to the causes of police brutality. Dr. Georgette Bennett, a sociologist and former consultant to the New York City Police Department, placed some of the blame squarely on veteran policeman.

Mentioning recent cases of alleged brutality, Bennett speculated that once the younger cops are out of the academy and on the street, older policeman offer knowing advice and tell them. "This is how it's really done," John Guido, the NYPD's Chief of Inspectional Services, who is in charge of ferreting out corruption and brutality in the department, echoed this notion, claiming that his office "knows" that when younger officers are deployed in the community, an older partner might point to someone in the street and say, "What that guy needs is a good rap in the mouth," and all of the training the younger cop receives goes right down the drain.

New York Police Commissioner Ben-

jamin Ward, on the other hand, has asserted that part of the problem revolves around today's "do your own thing" more that young cops bring onto the police force with them — an indication that perhaps younger policemen cannot be so easily influenced.

In general, though, police officials analyzing the increasing number of brutality charges against new officers say the upswing is due to the greater number of younger officers on street patrol, coupled with the negative influence older cops exert over them. Emphasis rests on "the cop," but numbered among the brutality statistics are cases that exemplify the need to redress the concepts surrounding the issue of police brutality.

On May 20, 1978, at midnight, a car cruised slowly down the Bronx street where Officer Frank Perrone lived. Perrone, who was off duty at the time and standing outside his home, pulled a 9-mm. pistol and fired four bullets into the cruising automobile. A passenger in the car, John Battista, was hit in the chest with one of the bullets. Another shot hit the arm of the driver, Charles Paterno. Two other passengers in the car, who witnessed the shooting, were unharmed.

Perrone's excuse for shooting at the car was that he had seen a neighborhood fight and he believed that the men in the car were after him for having witnessed it. On May 17, 1985, seven years after the shooting, John Battista was awarded a liability judgment of \$1.5 million. Frank Perrone, a veteran cop with 10 years under his belt, is now another in the statistics that make up the brutality barometer.

Rather than being a story of brutality, however, Officer Perrone's story is one of a policeman in need of help whose needs were not ministered to until after the shootings took place. From 1968, when he first joined the force, until 1973, Frank Perrone was the recipient of 17 commendations for outstanding police work. In 1972, Perrone exhibited the first signs of being under stress when he improperly detained two boys and threatened to shoot them and cut their legs off. Instead of heeding the prophecy of disaster, the department fined Perrone, withdrawing 10 vacation days for his actions. During the next two years, a personality deterioration began to evidence itself in Perrone, with frequent bursts of anger and a marked inability to get along with fellow officers. Seven civilian complaints had been lodged against him. In 1974, Frank Perrone's commanding officer, reporting that Perrone was extremely short-tempered and that other officers declined to work with him, referred Perrone to the police department's early warning system for counseling. Perrone was sent for psychiatric evaluation.

In a report to a department psychiatrist, the officer from the early warning system neglected to include information about the seven civilian complaints or about the 1972 episode in which Perrone detained and threatened the two boys. The doctor allowed Officer Perrone, a ticking time bomb, to continue on active police duty. The police department's early warning system, estab-

lished for the purpose of detecting and removing emotionally disturbed officers, is now in the process of being re-evaluated.

Commissioner Ward has said that the police department is studying new ways to screen more officers for psychological problems. Currently, all new officers must undergo a series of psychological tests before appointment to the force, but no periodic psychological follow-up tests are required as a matter of routine. Noticeably absent are mandatory periodic psychological tests for administrators, and tests that quantitatively measure their relative performance.

Minority-group leaders from around the country maintain that psychological testing is not the solution to police brutality. Out to slay a dragon, they assert that racism is the underlying cause of brutality, especially in New York, where 80 percent of the officers are white.

The case of Elenore Bumpers, the 66-year-old mentally disturbed black woman who was shot to death by a New York police officer on October 19, 1984, while resisting eviction from her apartment, exploded into an outburst about racially motivated police brutality. The question offered by some minority-group leaders was, "Would Mrs. Bumpers have been shot had she been white?" Police Officer Stephen Sullivan, who is white, became the focal point of the issue.

Overlapping circumstances that led to Mrs. Bumpers' tragic death became a secondary issue. The city's Department of Social Services, aware of Mrs. Bumpers' mentally unsound condition, did not take proper steps to secure her living quarters. A psychiatrist who visited Mrs. Bumpers four days before her death noted that she "clutched a butcher knife" during the entire visit, and she described Mrs. Bumpers as "psychotic." Nevertheless, the psychiatrist felt that "she did not display symptoms indicative of hostility or potential danger." Subtle editing glossed over the fact that the knife Elenore Bumpers brandished was an unmistakably deadly weapon.

The death of Elenore Bumpers brought about new guidelines for police to follow when dealing with mentally impaired people. The guidelines, theoretical principles mandated by people not risking their own lives, resulted in injury to three police officers. On February 14, 1985, Emergency Service officers responded to a call in the Sunset Park section of Brooklyn. By the time they arrived, Isaias Simmons, a woman with a history of mental illness who had threatened her landlord with a hammer, had locked herself in her apartment. Officers removed a panel from the door leading into the apartment, revealing Mr. Simmons standing by her stove, cooking. A Detective Couteakis, a hostage negotiator, spoke with Mr. Simmons in an effort to establish rapport with her. A half-hour later, Mr. Simmons removed a pot from her stove, rushed at police and threw the

Continued on Page 12

"evelyn" is the nom de plume of a former reporter for a now-defunct police newspaper.

Other Voices

A survey of editorial views on criminal justice issues from the nation's newspapers.

The police brutality statistics

"Brutality complaints against Chicago policemen have dropped sharply so far this year. Such promising statistics have to be interpreted with cautious optimism, but it appears that somebody in the department is doing something right. If the trend continues, much of the credit should go to the reforms in pre-service and in-service training introduced under the administration of Supt. Fred Rice. But most of the credit ultimately has to go to the officers of the Chicago Police Department. Their behavior on the street makes the difference between whether a complaint is filed or not, regardless of its validity. Police-community relations have been such a hot issue that Harold Washington won his election in part because he vowed to do away with the Office of Professional Standards, which many critics viewed as an ineffective, rubber-stamp agency. But Supt. Rice felt the agency could be improved and saved. So far, the results have been encouraging."

— The Chicago Tribune
August 21, 1985

White's 'work-camp' idea

"Gov. Mark White's proposal to reduce prison overcrowding by housing non-violent convicts in work camps and requiring them to collect litter and do other menial maintenance tasks is not without merit. But it also raises questions that must be answered before such a project is put in motion. First, it would have to be shown that such labor would be a throwback to the old 'chain-gang' days, when convicts lived and worked under brutal conditions and were little more than slave laborers for contractors. The expense of operating a work-camp program also is a consideration. The governor is right, however, that something must be done about prison overcrowding. Under Gov. White's plan, the state would build small, minimum-security facilities around the state, and prisoners would be bused to nearby work sites. In the governor's view, that not only would reduce overcrowding at the main prisons; it also would give inmates an opportunity for a little honest, outdoor work." Gov. White envisions starting with a small pilot program to determine if the proposal is feasible. That is a sensible approach. A pilot program might go a long way toward answering the questions we and others have about the proposal."

— The Dallas Times-Herald
September 7, 1985

Police relief: Even officers should be able to cry for help

"The Detroit Police Department has finally decided to do something about one of its most pressing problems — the kind of job stress that turns officers into secret drinkers or pushes them to the point where they crack up or lash out. The pressures that make police officers particularly vulnerable to breakdowns and social problems have long been an invisible cancer, eating away at officers too fearful or dispirited to seek help. Under a new program called the Police Officer Support Team (POST), officers who are involved in shootings will be able to go to police chaplains and especially trained officers for counseling. They also can participate in unstructured group therapy or one-on-one encounters with other officers involved in shooting incidents. As soon as possible, though, POST should be expanded and made available to more officers. The conflicts that bring officers to the breaking point don't all stem from involvement in shootings. Without timely help, officers sometimes reach a point where they find themselves unable to act in dangerous situations. Others may unnecessarily shoot someone who could have been apprehended without violence. Others try to drown their fears in alcohol or filter them out with drugs, losing their effectiveness as officers in the process. It helps no one — not officers, not ordinary citizens who depend on them — when officers under stress don't seek help. The Detroit Police Department did the right thing in setting up POST. It should have done so long, long ago."

— The Detroit Free Press
August 22, 1985

It's not role-playing, in the usual sense of the word, although it involves extensive use of improvised characterizations. It's not psychodrama, although it can be powerfully cathartic to participants. It's structured, but extremely fluid.

It is structured improvisation, the linchpin to a dynamic, experiential training approach being championed by Performing Arts for Crisis Training Inc. (PACT). This New York-based organization, formed in 1980 by Joyce St. George and Frank Canavan, grew out of pioneering work in domestic-dispute resolution done by the New York City Police Academy in the late 1960's. The Police Academy's original concept underwent its own gradual metamorphosis over the intervening years, shaped by experience, research, carefully crafted graduate education on the part of St. George and Canavan and the input of PACT's multidisciplinary board of directors and corps of volunteer "actor-trainers."

St. George and Canavan reflect the duality embodied in PACT. They are both purveyors and consumers of irreverent, unbridled humor, but are dead serious when it comes to PACT and its training efforts. Likewise, they are both experienced, street-smart former practitioners who hold master's degrees from New York University in the highly specialized field of crisis-intervention training. St. George spent six years as an investigator for the

New York State Special Anti-Corruption Prosecutor, while Canavan recently left the private security field after 14 years to devote himself to PACT on a full-time basis.

Full-time is perhaps an understatement when speaking of the work that goes into PACT. For starters, PACT is a nonprofit organization, meaning that both of its co-directors are actively engaged in fund-raising as well as training. PACT subsists on its modest fees for services and on contributions from private individuals, corporations and foundations. (Among those whose donations and grants have supported the work of PACT are the actors Paul Newman, Joanne Woodward and Al Pacino, New York Shakespeare Festival producer Joseph Papp, the New York City Police Foundation, the Edward W. Hazen Foundation, and an array of private companies ranging from Citibank to People Express Airlines to R. H. Macy Inc.)

The support and recognition given PACT by its benefactors and training audiences alike can still prove to be unequal to the enormous task that St. George and Canavan have taken on. Long hours are the rule rather than the exception, coast-to-coast travel for training sessions can wreak havoc on personal lives (perhaps in double doses since St. George and Canavan have been married for the past three years), and the grind of constant

fund-raising efforts can at times offset the joys of top-quality training ventures. Through it all, the structured improvisations go on at a breath-taking pace, and with a gusto that invigorates and enlightens training audiences from New York City to Oakland, from Minneapolis to New Orleans.

PACT's structured improvisations cover an array of subject matter that is almost indescribably broad. Certainly domestic violence resolution, which gave PACT its genesis, is still a major component of the training, but the list goes on to include stress management, training the trainer, elderly issues, juvenile issues, alcohol and drug abuse, death and dying, rape crisis, hijack management and much, much more. The programs have been designed for public criminal justice agencies, private security, human services agencies, banks, corporations and educational institutions, with the same level of expertise brought to bear regardless of subject matter or training audience.

The PACT story could go on at considerably greater length (although for more information one can write or call PACT, 250 West 14th Street, New York, NY 10011, (212) 807-8719). But it's perhaps best told in its co-directors' own words, and with that in mind, the only word remaining to be said before proceeding is "curtain."

**'Structured improvisation is
a living organism. The
training goes on through
the improvisation. It's not
hit and miss.'**

Joyce
St. George

Francis P.
Canavan

**Co-founders and co-directors of
Performing Arts for Crisis Training Inc.**

Law Enforcement News interview
by Peter Dodenhoff

LAW ENFORCEMENT NEWS: Your own label for the approach used by PACT is "structured improvisation." How does this approach differ from others that might be similar in certain respects — things like role-playing, psychodrama, play-acting, etc.?

ST. GEORGE: The bottom line is that we bring a package with set scenarios that are structured but not limited. They're flexible. We take on the portrayals of the problem people, so that the people in the classes enter into the situation as themselves in their professional capacity, with their only concern being to practice or refine their skills. In role-playing, what you have very often is a classroom situation where a teacher will divide

up the group and some members of the class will have to portray the people who have the problems, the people who need the help. In terms of rape crisis, for example, you would have to have a policewoman play a rape victim, or a police officer portraying the husband of a rape victim, and they would have to assume what that role would be. They would be responsible for expressing and demonstrating all the emotional upheaval that a person in that predicament would be expressing. Very often, a classroom person can't do that. If they do, it's not controlled.

But that's only one part of it. The second part of it is that even if they do that successfully, it doesn't mean that somebody is going to be able to work off that person and practice skills and intervention. In essence, you've got both people in a classroom situation learning the same skills, so how does one teach the other?

LEN: So the essential difference, then, lies in the experience that you and your actor-trainers bring to the situation, or is it more than that?

CANAVAN: What's confusing here is the term role-playing. No matter what type of experiential technique is used — whether it be structured improvisation, or simulation, or games or psychodrama — there's a certain amount of role-playing in every one of those. It's a question of who takes on the roles and what roles are being used. In structured improvisation, we take on the roles of the victims and the role of the professional is left up to the classroom trainees, so that all they have to take care of is that which they're training for. They don't have to worry about what the other person is thinking, only what they're thinking.

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St. George: 'We offer experience'

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ST. GEORGE: And because of our backgrounds, we offer our professional experience through our portrayals and our characterizations. So if I'm portraying a rape victim, and somebody who is practicing their skills says to me, "Well, you were stupid to go out at night and that's why you were raped," that's just an inappropriate thing to say to someone; it's very judgmental. As a trainer I know that, and what I would do is let that person understand the impact of that kind of statement on a rape victim by reacting as a rape victim would. Then, I would take it one step further and redirect that person toward a more appropriate response.

CANAVAN: In effect, structured improvisation is a living organism. During the structured improvisations that PACT does, the training goes on through the improvisation. It's not hit and miss. If we see halfway through that the trainee is not learning what he's supposed to be learning, or he's making inappropriate actions or responses, we don't have to wait until the discussion period to say that they lost it halfway through. Halfway through our process we can correct them in the character that we're portraying, so that the trainee does have the chance to regroup during the process itself.

LEN: Given the broad array of subject areas in which you've applied the structured improvisation approach, have you found that the success of this approach varies from topic to topic, or from trainee group to trainee group?

CANAVAN: It depends a lot on the training group, and how we go into it. If we are the primary instructors, as opposed to being one part of a larger training program, then there's an even balance between the didactic, the structured improvisation and the discussion. When we are supplemental, coming in at the end of a very structured lecture series — for instance, at St. Vincent's Hospital, where we come in at the end of an eight-week training period — we come in and test the skills of the trainees. So it varies from group to group in that respect.

Crisis vs. conflict

LEN: There are those who would use the terms crisis intervention and conflict resolution almost interchangeably, but you appear to avoid this, using the terms to mean two apparently different things. Could you elaborate on this?

CANAVAN [to the sound of muted laughter]: The reason we're laughing is that we just had this conversation this past week with the people at Citibank. Traditionally, we've dealt with crisis as a very emotional situation or process from a very human point of view — victimization, rape trauma, death and dying. From a corporate point of view, management will use the term "crisis management," say, if the goal of the organization is not being met. That's a crisis. It may not be a personal crisis, but rather it's more of a bottom-line issue. If the ultimate goal of the organization is being threatened in any way, then it's a crisis. If you're confused about this, so are a lot of other people.

ST. GEORGE: What we term a crisis is a life-threatening situation in which coping mechanisms are not able to meet the challenge.

LEN: Let's put it in terms of law enforcement. Crisis would involve victimization types of events. Would conflict then pertain more to the in-house type of occurrences, such as interplay between personnel and that sort of thing?

ST. GEORGE: It could be a patrol officer trying to get a bum off the street; that could be a conflict situation. Any time one person says yes and another person says no, and they stand their ground, you've got a conflict. That's really an awful lot of what police see. They've got to express a certain rule that society tells them to express, whether or not they agree with it, and the other people can say no.

CANAVAN: Where the stress comes in is that the police officer, by virtue of his trade, has to confront. He can't resort, as most people do, to flight or fight. He's got to

fight or he has to cool things off by some other method.

LEN: This approach evolved out of efforts that began in the late 1960's in the New York City Police Academy. But what of your own input? How much of yourselves and a graduate program that you seem to have tailored to your own needs went into what is now the PACT organization and the structured improvisation concept?

ST. GEORGE: This is not just our idea. We went through graduate school to build an academic foundation for us to understand better what we're doing, but a lot of people contributed to the method, and still do. A lot of what's making PACT as powerful and as well recognized and as excellent as it is is not us as much as it's the people we're bringing in: the actor-trainers, the board of directors, the staff. Sure, NYU's Gallatin Division allowed us to build a degree program, and through that I was able to take an acting course, which I'd never taken in my life. I was able to take educational theater courses to get a basic foundation in what other people are doing in this kind of field. There were courses in sociology, leadership, psychodynamics, and Frank was able to do similar work, so we were able to broaden our own horizons. Yes, that really does help and it has a significant impact on where we are now, but it also has a lot to do with learning how many things we didn't know, and how many things other people know, and we left ourselves open to getting other people to help us.

CANAVAN: Rather than authors, we consider ourselves editors of an anthology, and we've gathered a lot of information that people have put together over the years, and a lot of ideas, and we've sort of put a package around it.

ST. GEORGE: Take something like our domestic violence program for police. Ray Pitt, the chairman of our board, is a family therapist and sociologist, and he helped us develop that entire program so that we would understand the psychodynamics of a family dispute. Then, as we did the programs, more and more people, mostly police officers we had been working with, gave us further food for thought, so that it's now a very rich program.

In addition, what Frank and I were able to do through the Gallatin Division studies was, first of all, come up with the name "structured improvisation," because it really didn't have a name up to that point, and then really detail what we have to include. We had to get more technical in terms of how we integrate training points and objectives into a scene. Now when we write up a structured improv sheet, it's usually based on case histories, but we have to include training points and we negotiate with the agency to come up with training points and objectives, very specific goals that they want their people to learn and that we want to include. So each of the scenes now is very technically devised, with every training point clearly targeted by the actor-trainer. This is all stuff that we started playing with back in Gallatin in 1979.

LEN: Just how much interaction is there between yourselves and a contracting agency? Is such interaction necessary in all cases, simply desirable if you can work it out, or do you find in some cases a sort of "one size fits all" package will do the trick?

ST. GEORGE: All of the above [laughs].

CANAVAN: One of our goals this past summer was to develop a generic file that we can reach to and just pull out a program. We're able to do that to some degree, but one of the selling points of this whole process is that it's real for the trainees. To make it real, you've got to use their jargon, you've got to use their environment, use things that they can relate to. It has to be very relative. Because of that we need a liaison between PACT and the agency we're working with.

ST. GEORGE: Very often, the agencies with which we deal aren't too sure of what they're after. One of the things that we're able to do by sitting down with the agency is to nail down exactly what they want and how they want us to achieve this. There are times, as with People Express, where it took three or four months of research to come up with a hijack management program that was in sync with what they wanted. But then you have the North East Multi-Regional Training out in Chicago, who recognized us as bona fide trainers and said, "You come in with the package. We trust whatever your judgment is." So in that case we really developed the entire thing with no contact. The only thing we did was to reach out to different representatives out there to make sure that our information was correct and that our views on their laws were correct.



PACT program coordinator Steve DeValk (r.) leads a volunteer during a structured improvisation conducted for the annual meeting of the New York State Association of Towns.

Edie Bresler



Frank Canavan (r.) introduces a group of volunteer actor-trainers to the PACT training method as part of the organization's eight-week break-in period.

Edie Bresler

'Any time you're dealing with heightened emotions, it can bring out a lot in people that they never bargained for. We focus on training, but every now and then we become cathartic.'

CANAVAN: And because of all this, what we see evolving is that we no longer consider ourselves facilitators; we consider ourselves primary instructors.

LEN: Is that a format you prefer, having total control — artistic control, if you will — rather than being brought in and given marching orders by a contract agency?

ST. GEORGE: It's not really artistic control. We've run into situations where we really did know more than the instructor did. Not that we're such great shakes, but we really did have so much information that it would've been so much easier if we'd had the whole package under our control, because we could've designed it so that each component part made sense and ran smoothly behind each other one.

There are times, too, where we bring in experts, picking and choosing who we're going to work with. We have people who are sort of our resident experts in different areas, who will join us and work with us in depth.

CANAVAN: That's part of a resource pool that we're developing. Eventually, one of our goals is to produce our own workshops, and we want to have this pool of resource people that we can turn to.

Experience is the best teacher

LEN: You've both been quoted as saying that you don't use many professional actors in PACT, but rather you lean toward people with backgrounds in the helping professions to serve as your actor-trainers. What's the key difference, and the key contribution that people from the helping professions make as opposed to the professional actor?

CANAVAN: We do use some professional actors, because they do bring something that we need a lot, and that's the expertise in acting.

ST. GEORGE: But we're even finding with the professional actors who are coming to us that most of them have some background in human services in some way, shape or form.

CANAVAN: As far as the people in the helping professions, we have found that, especially with the elderly, there are people who have spent years in, say, social work, who come to us and we'll give them basic acting skills. They are then able to transform those life experiences, coupled with the training that we give them, and bring a richness to the role that heretofore was really unheard of, in terms of trying to train someone. You just can't replace 20 years of experience. And what happens then is that it doesn't end as soon as the moderator calls "curtain," because they then play an integral role in the post-scene discussion. They interact with the training audience and they can again draw upon their own experiences and say this is how it really is.

LEN: There's just so much that can be offered to the trainee in the way of experience during a training program. How do you go about preparing a trainee group for the much broader array of possibilities they may run into on the job?

CANAVAN: To steal a line from Joyce, a lot of times what we want to do is plant a seed, to give people the idea that there are alternative ways of dealing with sub-

jects, alternative ways of handling problems. We make the disclaimer in the beginning that we are not here to teach you everything about your job; that's impossible to do in three or four hours. We do try to focus on one particular subject, but we've found that a lot of times these subjects are interrelated with other subjects, and the same way of handling one particular problem can be brought over to handle another problem.

ST. GEORGE: We try to do two things. The first thing is to help the people understand the principles behind the techniques that we're teaching in terms of crisis intervention or conflict and stress management. There are certain principles which, if they can understand them, they can then adapt them to different situations. The second thing we do is to try and design a program that gives the class an array of experiences that they may face, so that they can see the whole gamut. It depends on the amount of time we have, but in many of our workshops we'll do different types of situations that they may encounter, and we'll always start out with a situation that may be the classic, run-of-the-mill, easy-to-handle situation. Then, as the workshop progresses, they become more complex, and we build on each scenario. We can really show them how the gamut of experience runs, and how to adapt these techniques to each situation.

Training the trainers

LEN: You require an abstentual training or break-in period for your volunteer actor-trainers before you send them out into the field. What are you attempting to achieve with this extensive shakedown period besides simply familiarizing your personnel with the PACT method?

ST. GEORGE: What we're trying to do is to agree that we all speak the same language out there. We give our classes a few weeks in stress, in conflict and in crisis work. We put them through the same workshops that we put agencies through. Then we teach them some of the acting techniques that we learn through the improvisational characterizations. We teach them the training techniques that we use, in terms of how to integrate a training point into a scenario. There's an awful lot of things: how to validate somebody through your character, so that they know they're doing well; how to alter somebody's direction if they're not doing well, without hurting them.

We also use this as a weeding-out period, because there are some people who are just not, well, they're not

had just been given the news that their mother had died, and the training objective was to help the airline's customer service representatives deal with people who were distraught, which is something they see very often. The brother was the kind of guy who distanced himself from the grief, while the sister was sort of under-distancing herself, so she was all over the place with tears. One of the two volunteer trainees, in the middle of the scene, said, "I can't do it anymore; she's saying everything that I said when my mother died," which was a year earlier. She was really starting to fall apart, so it became a question of what do you do then. What we did is we took care of her, and I asked her what she wanted to do. She said, "I want to go into the bathroom and wash my face, and come back and tell her everything that nobody would say to me when I was going through this." She did that, and we had a short discussion with the rest of the class while she was in the bathroom. The brother and sister stayed in character during this, and then the trainee came back very quietly and just started talking to the sister and telling her everything that she ever wanted to say to somebody. Tears were coming down on everybody in the audience, and it was one of those very touchy, and touching scenes that you see every now and then. Afterwards we had a great discussion and told her how great she was to be that vulnerable and open. We also spoke to the training coordinator and made sure that this person would be checked on for a few days, which they did.

CANAVAN: That's the bottom line there. One of the reasons that both Joyce and I got into victim counseling ourselves was that need to be sensitive to feelings. We're dealing with very hyper situations here, and there's a responsibility that we have to take on for the trainees. We'll always ask how they're doing, if they're okay. That's sort of universal.

LEN: Even in the absence of obvious signs of distress?

ST. GEORGE: Uh-huh. Because somebody will come across cool and calm, and as soon as you call "curtain," you'll see the color just drain from them.

CANAVAN: At the end of the workshop, we might go over to somebody and say, "That seems to have hit you really hard; are you okay?" Then we can at least refer them to some service that's available for them. Because again, we open up Pandora's box here.

LEN: Do you ever find yourselves, in the course of day-

'What we want to do is plant a seed, to give people the idea that there are alternative ways of dealing with subjects, alternative ways of handling problems.'

inappropriate, but their sense of what we're doing is not in sync with ours, or some other reason. We weed them out because this is a very powerful tool, and you could hurt somebody, really damage somebody through this technique. So we have to make sure that the people we use in PACT are people who are sensitive to that sort of thing, and people who could learn how to redirect.

CANAVAN: It goes back to what we were talking about before: professionalism. We're at a point now where a lot of clients will turn to us to give them the training they need, and say, "You're the professionals, you know what you're doing." With that comes the responsibility to maintain our integrity, and that's one of the reasons we went into the eight-week program, so that when these people come out and we take them into workshops, we are confident that they're going to do exactly what they're supposed to do.

LEN: Have you ever run across a situation in which trainers or trainees have been simply overwhelmed by the powerful emotional dynamics of a scenario, perhaps to the point of hysteria, shaking or loss of control in some fashion?

ST. GEORGE: Any time you're dealing with heightened emotions, it can bring out a lot in people that they never bargained for. We focus on training, which is one of the primary differences between us and psychodrama or sociodrama; they're more into the therapeutic or cathartic thing. But every now and then we become cathartic. One time we were doing a death and dying scene for People Express airlines. We had two people doing a scene in which they played a brother and sister who

to-day events, reading through the daily paper and spotting a relevant news item, then saying to yourselves, "Boy, was that incident handled badly?"

ST. GEORGE: We're very evaluative.

CANAVAN: As a matter of fact, Steve [DeValk, PACT program coordinator] brought in the New York Times article on the way the TWA hijacking was handled. . .

ST. GEORGE: We got into a blow-by-blow account of how the one stewardess handled things, talking about all the really great things she had done and all the other things that we would question. Ultimately, she did a great job.

But we tend to evaluate a lot. It helps us to refine what we're doing. There are certain things we'll look at and say that maybe we really need to look at how we're addressing this particular issue. Maybe there's a technique we've never tried but should start looking at.

CANAVAN: It goes back to the whole idea of the living process. We're constantly learning, constantly testing ourselves, reading and learning more. If we want to grow, then we have that responsibility.

LEN: In 1982 PACT was said to be the only professional training organization of its kind. Is this still the case three years later?

ST. GEORGE: I think so. There's no group that I've ever heard of where you have a volunteer component of experts who are from every type of human service field

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Death jury's responsibility

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The general premise of the earlier Court decisions was that jurors, when confronted with the truly awesome responsibility of decreeing death for a fellow human, will act with due regard for the consequences of their decision.

Letting the jury off the hook

By telling the jury in his summation that any death sentence they impose was ultimately the responsibility of an appellate court, the prosecutor in effect relieved the jury of their "awesome responsibility."

Even when a sentencing jury is unconvinced that death is the appropriate punishment, it might nevertheless wish to "send a message" of extreme disapproval for the defendant's acts. This desire might make the jury very receptive to the prosecutor's assurance that it can more freely "err because the error may be corrected on appeal." *Maggio v. Williams*, 464 U.S. 46, 54-55 (1983) (Stevens, J., concurring in judgment). A defendant might

thus be executed, although no sentencer had ever made a determination that death was the appropriate sentence.

Justice Marshall also pointed out that bias could similarly stem from the fact that some jurors may correctly assume that a sentence of life in prison could not be increased to a death sentence on appeal. See *Arizona v. Rumsey*, 467 U.S. ____ (1984). The chance that this will be the assumption of at least some jurors is increased by the fact that, in an argument like the one in this case, appellate review is only raised as an issue with respect to the reviewability of a death sentence. If the jury understands that only a death sentence will be reviewed, it will also understand that any decision to "delegate" responsibility for sentencing can only be effectuated by returning that sentence. But for a sentencer to impose a death sentence out of a desire to avoid responsibility for its decision presents the spectre of the imposition of death based

on a factor wholly irrelevant to legitimate sentencing concerns. The death sentence that would emerge from such a sentencing proceeding would simply not represent a decision that the State had demonstrated the appropriateness of the defendant's death. This would thus also create the danger of a defendant being executed in the absence of any determination that death was the appropriate punishment.

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Coming up in LEN:

A special interview with
Jay Howell,
director of the
National Center for Missing
and Exploited Children.

Stacked statistics

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pot at the opening in the door, hitting Detective Coutsakis with its contents of boiling oil. Following the new guidelines for handling mentally disturbed people, police entered the apartment wearing protective rescue suits and face masks, and carrying protective shields. In a display of the strength that doctors claim many mentally disturbed people possess, Ms. Simmons lifted two more pots of boiling oil from the stove and hurled them. Two officers were burned on their faces with boiling oil that splattered and ran under their face masks. When the media reported the news, new human guidelines to be followed by police were stressed. The safety factor for cops employing the new guidelines was never mentioned.

Dr. Bennett, the sociologist whose specialty is police training and personnel analysis, offered as another cause in the brutality picture the years that police spend in a culture of violence. She explained that due to such involve-

ment, police "externalize by laughing out at others, the public, the people they arrest." It's all so easily avoided by periodic rest retreats for police.

Dr. Bennett's statement that the "system is very punitive" toward police "for any transgression" leaves a staggering question mark as to the charges made by some that "police brutality is endemic, sweeping and condoned," and suggests that police are more in check that images of brutality paint them to be.

On May 30 of this year, after a 35-ton crane toppled on a Manhattan street, pinning Brigitte Gerney beneath it for hours, police at last received good press. Officer Paul Raganese of the Emergency Service Unit squeezed into a wheel well of the crane and held Ms. Gerney's hand, praying with her for two hours until he himself developed leg cramps and had to be taken to a hospital for treatment. Throughout Ms. Gerney's ordeal, more than 300 police officers worked to life the crane from Ms. Gerney, redirect traffic and keep curious citizens away from the scene.

At a ceremony honoring Officer Raganese's efforts, Commissioner Ward called the ESU cop "an exceptional and extraordinary man." Officer Raganese, although happy, was visibly uncomfortable and embarrassed. "I'd like to stress that what I did was nothing at all," he said. "All I did was what any human being should do for another. There were a lot of men involved. I was part of a team."

The story received the media attention it deserved, and minute details were reported about the warmth and compassion of Officer Raganese, who visited Ms. Gerney in the hospital and again offered her encouragement and emotional support. But the story of Officer Raganese would not have been printed in such a fashion, if at all, were it not for the scandal pertaining to unlicensed crane operators and the necessary elements of drama, blood and gore that the electronic and print media serve up as standard fare. The life-saving dedication of the many warm and compassionate officers in the department goes unheralded because the thunder is missing.

This past April, the police department's Personnel Bureau stepped up its search for misconduct patterns by officers. Said Chief of Personnel Richard Koehler, "The unit began reviewing all new complaints submitted to the review board."

Phil Caruso, president of the Patrolmen's Benevolent Association, has expressed the concern that "we are opening the door for brutality charges against police, justified or not." The number of complaints against police bear out Mr. Caruso's fears.

Interview: St. George & Canavan

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and who volunteer their time to be part of this kind of program. Segments of what we do are being duplicated all over the country, but the formula hasn't been replicated, to my knowledge.

LEN: Given the apparent success of your approach, why do you think you've not spawned a host of imitators?

CANAVAN: It takes a lot of work. And also a lot of times people will ask why they should pay a lot of money to have something done when they can do the same kind of work. The answer is that we devote all our time to it, and we take the time to do the research and to build the characters and develop the roles. It's a no-nonsense thing with us, whereas people who use role-play and try to imitate us will say, "Well, I can do this in 10 minutes before the class starts." The result is 10 minutes worth of "blah." That's what they're getting.

ST. GEORGE: It's sad to say, but human relations really takes a back seat to a lot of other things. There's so much money being poured into computer training now. There's not that much being poured into complex human interactions; it's always taken a back seat to other things. The mechanisms for it are very complex and very time-consuming, and agencies don't have that kind of time. And other organizations, I don't know why, just haven't been building in that direction.

The fruits of research

LEN: The city of Minneapolis, where PACT teams have worked in the past, was recently the test site for a major program to examine ways of handling domestic violence. To what extent do you search for, acquire and absorb the volume of criminal justice research, in that area or any other, in order to stay abreast of things?

ST. GEORGE: We do a lot of research, whether on domestic violence or any issue. We stay on top of things, first of all, through our own library, which is constantly updated, we're on innumerable mailing lists, including NCJRS and others. We also have people on our board who keep up informed as to what's going on, and we use the independent research of college interns on a variety of subjects.

LEN: How routinely are the results of major research incorporated into your training packages? Is it a regular thing, or are you evaluative in that respect as well?

ST. GEORGE: It's a little of both. We routinely try to update all our research, but if we find a trend in training to be going a certain way, whether it's elderly issues or domestic violence or adolescent issues, then we will inundate ourselves with what's going on in that particular area.

LEN: One of the findings of the domestic-violence study cut across the grain of conventional wisdom in suggesting that arrest in some situa-

tions may not be such a bad idea after all, as opposed to separating the parties or offering counseling. Did that specific finding force you to rethink your own approaches to the subject?

ST. GEORGE: Oh, indeed. This whole concept of PACT was built upon the family violence intervention program of the New York City Police Department in the 60's, which said counsel and mediate. And we had to come back and say, "Wait a second, if you keep counseling and mediating all you're doing is enabling the pattern of violence to keep going." We had to go through an entire change in our own thinking as far as what domestic violence is about in order to do our program. The amount of resistance that we met was incredible, but I think that because we were able to make our own turnaround, and presenting this to a lot of police officers, a lot of them started grabbing on to the different ideas. It was a big challenge for us.

LEN: After five years in this business — still in the seedling stage, you might say — have you been able to put the future into focus? What long-term goals are on the drawing board for PACT?

ST. GEORGE: The goals that we have are twofold. One is to create an institute of training that would incorporate this kind of technique with other experts, and really build on this technique to give people the kind of experience they want.

CANAVAN: One of the things we get a lot of inquiries on from police agencies is how they can go about training their trainers. Right now we haven't got the kind of facilities where they can send their people in to us for one-on-one or one-on-five training. So we're looking to create an institution so that that kind of training can take place. We also want to start producing our own workshops, so that we become the creators.

LEN: You work together on this enterprise, and are married as well. How do you juxtapose the two elements so that neither element suffers at the hands of the other?

CANAVAN: We use a benchmark. When we start calling each other "rependent," it's a time to wind down [laughs].

ST. GEORGE: It takes a lot of work and a thick skin. And thank God we're in the field we're in. I don't think we'd ever be able to do it if we weren't. We've gotten so much in the way of insight and knowledge about what's going on with human dynamics that when we see ourselves doing it, we're able to pull some plugs. We respect each other's space a lot. The organization plays a part, too, so to deal with one is to deal with both, and what we're doing is to get organizational development experts to come in and help us out. Our board helps us out, too. Mainly, it just takes a lot of patience.

On top of that, Frank has expertise in areas that I don't, and I have expertise in areas that he doesn't. So it's a matter of working with our differences that's going to make it work.

Talking terror in London

Continued from Page 5
grounds that there was not statutory or other basis for the judge authorizing the Title III surveillance to grant an order for the use of closed-circuit TV cameras. The Department of Justice appealed that ruling and the Court of Appeals for the Seventh Circuit reversed it. Judge Richard Posner distilled the law down to this one crisp conclusion: "There is no right to be alone while assembling bombs in safe houses."

Responding to critics of the use of electronic surveillance, Webster reminded the ABA members of the words of former Supreme Court Justice Robert Jackson, who observed that the Bill of Rights of the U.S. Constitution is not a suicide pact. "The protections it includes and affords to us must be rationally applied if we are to prevail against those in our midst who attempt to frustrate, by their violence and lawlessness, the liberties our Constitution was designed to secure," Webster stated. "The police power of the state must be allowed to function through lawful, if occasionally intrusive techniques; through statutes, investigative guidelines, rules and regulations appropriately adopted; through law enforcement respect these requirements; through executive, legislative and judicial oversight and through ultimate public accountability. Rationally directed, our modern investigative weapons can protect us from the power and viciousness of criminality otherwise unchecked, without damage to the cherished liberties we are sworn to uphold and protect."

Cooperation is the key

The Commissioner of the London Metropolitan Police, Sir Kenneth Newman, told the ABA group that terrorism is an international concern because terrorists operate with impunity across sovereign borders.

"Europe as a whole has suffered not only from indigenous terrorist activities aimed at bringing about change in a particular country by violent means," said Sir Kenneth, "but from the activities of international terrorists who mount random attacks anywhere to publicize a cause. Such terrorist crime knows no boundaries and as a result European ministers have established machinery at the strategic level for the exchange of intelligence and the coordination of policies. This has led at the tactical level to more rapid and direct communication between police forces and other agencies in Europe. But this has been matched by a growing liaison between terrorist groups and there may yet be a need for further measures by governments to meet the evolving threat."

Stressing the need for confidentiality as well as cooperation between international law enforcement agencies, the commissioner said: "Mutual confidence is the

essential prerequisite to any cooperation between police forces, or between police forces and other agencies, against terrorism. Intelligence relies heavily on informants and an informant must know that his identity will be protected; liaison between agencies must take this into account. Mutual confidence is required *a fortiori* when the agencies of two different countries need each other's help. The one must know that the other will handle any intelligence passed in a way that will not embarrass either the other or his country."

Sir Kenneth kept his eye on even closer interagency coopera-

tion in the future. "As the years pass, terrorist acts are steadily increasing, and we must recognize that terrorism is a problem requiring an ever more organized response," he said. "International cooperation in this field is not just a desirable but difficult aim — it is a basic ingredient of peace-keeping in the contemporary world."

On the Record:

"How could a state be governed... if every individual remained free to obey or not to obey the law according to his private opinion?"

— Thomas Hobbes

'Cop-killer' ammo ban moves to House floor



Rep. Bill Hughes

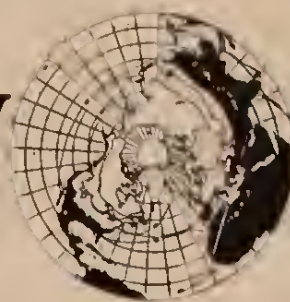
ment issued by Hughes, however, testimony before the Judiciary Committee by national law enforcement groups stated that banning the sale of the ammunition was an essential element in any effective legislation.

"It is difficult to understand why the National Rifle Association and others have worked to block this legislation when sale of these bullets poses such a clear threat to those in the law enforcement community," Hughes said.

The legislation will now go before the full House of Representatives for a vote. "Congress

should no longer delay giving [police officers] the protection they deserve," Hughes said.

CAPTURE THE WORLD



The world seems to get smaller and more complicated each year. *CJ International* is a newsletter devoted to comparative criminal justice. Emphasis is on providing readers with a wide range of interesting and informative material from all corners of the world.

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Policing the Land of the Rising Sun
Reorganization at Scotland Yard

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An International Timebomb

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SUMMER 1985

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Jobs

Executive Director. The National Organization of Black Law Enforcement Executives (NOBLE) has an immediate opening for an experienced fund-raiser/administrator for the position of executive director.

The executive director is accountable to the NOBLE executive board and is responsible for the organization's fiscal, personnel and program management, including grant/contract negotiations and budget preparation. The executive director serves as official liaison to public groups and other professional organizations and responds to official and public inquiries.

Minimum qualifications include a B.A. degree from an accredited college or university (preferably in public administration or a related field) and appropriate managerial experience, including grantsmanship and organizational development. A strong background in law enforcement and fund raising is preferred. Salary is negotiable. Candidate must be willing to live in the Washington, D.C., metropolitan area.

To apply, send resume and two letters of reference to: William R. Bracey, 176-20 Sunbury Road, Jamaica, NY 11434. All resumes must be received by October 12, 1985.

Police Officers. The Oakland Police Department is seeking additional officers.

Applicants must be at least 21 years old prior to appointment, possess high school diploma or GED and hold a valid California driver's license prior to appointments.

The positions offer promotional opportunities, educational incentives and a starting salary of \$2,045.80 per month while attending the police academy. Top salary is \$36,141.88 per year (including holiday, uniform and longevity pay). Benefits include

paid medical, dental and sick leave benefits, three weeks annual paid vacation, college and/or course tuition reimbursement and retirement at age 50.

To apply, write or call: Oakland Police Department, Recruiting Unit, 455 Seventh Street, Room 120, Oakland, CA 94607. Tel.: (415) 273-3338. The department is an equal opportunity/affirmative action employer. Females and minorities desired.

Police Officers (Lateral Entry). Fayetteville, N.C., pop. 68,000, is accepting applications for lateral entry, non-supervisory positions. Advancement and career development opportunities offered. Salary is \$14,598-\$16,899 per year; excellent benefit package included.

Applicants must meet basic requirements for police officer positions, including: be a U.S. citizen; present original high school diploma or GED certificate meeting minimum state standards; have already reached the age of 21; be able to obtain a valid North Carolina driver's license; provide proof of military service (Discharge DD-214) if a veteran; no felony or misdemeanor convictions, and be in good physical condition (vision correctable to 20/20 in both eyes and free from color blindness).

Lateral entry applicants must also be currently certified as a law enforcement officer and have two years of experience and be currently employed as a law enforcement officer.

If interested and qualified, apply at any time to: City of Fayetteville Personnel Department, Room 123 City Hall, 116 Green Street, Fayetteville, NC 28301. The City of Fayetteville is an equal opportunity/affirmative action employer.

Police Officers. Oklahoma City invites applications from persons wishing to become police officers.

The police department serves a population of approximately 375,000.

Candidates must be at least 21 years old, with height proportionate to weight, vision of at least 20/70 correctable to 20/20, possess a high school diploma or the equivalent, and be U.S. citizens of good moral character with no criminal history.

Accepted applicants must pass one written and comprehension test and two personality inventories. Candidates must also undergo a polygraph exam and oral interview.

Starting salary is \$14,500 per year with paid higher education incentives.

To obtain further information or to apply, write: Recruiting Officer, Oklahoma City Police Department, 800 N. Portland, Oklahoma City, OK 73107.

Apprentice Police Officer. The Dallas, Tex., Police Department is seeking new recruits.

Applicants must be at least 19½ years old, have vision of at least 20/100 correctable to 20/20, and have completed 45 semester hours of college with a grade point average of "C" or better. In addition, all applicants must be U.S. citizens of good moral character, and have a stable background with no felony convictions.

Salary is \$21,060 to \$22,260 depending upon education. Among the fringe benefits are periodic pay raises through the seventh year of service; educational incentives; longevity pay; eight paid holidays; 12 annual sick days; 12 or more days vacation, depending upon seniority; retirement plan; major medical and life insurance, and uniforms provided by the department.

Applicants must successfully complete physical fitness test, psychological, polygraph and medical examinations. In addition, recruits undergo an academy training program of ap-

proximately 680 hours.

Inquiries should be directed to: Dallas Police Department, Police Personnel Division, 2014 Main Street, Room 201, Dallas, TX 75201. Tel.: (214) 670-4407. Out-of-state calls: 1-800-527-2948.

Training Institute Director. The Law Enforcement Training Institute, located at the University of Missouri-Columbia, is seeking a new director. The institute is a state-certified academy responsible for providing state minimum training standard programs to law enforcement officers throughout Missouri. The institute also provides seminar training programs to law enforcement departments in the state.

Responsibilities of the position include administration of training programs, curriculum, and program development, financial administration, staff supervision and teaching. Applicants must have prior law enforcement experience and a master's degree.

To apply, send resume before November 15 to: Associate Dean, School of Law, 112 Tata Hall, University of Missouri, Columbia, MO 65211.

State Troopers. The Commonwealth of Pennsylvania is accepting applications for entry-level

positions with the Pennsylvania State Police.

Applicants must be between 20 and 29 years of age and be a high school graduate or possess GED. Weight should be proportionate to height, and vision must be at least 20/70, correctable to 20/40. All candidates must U.S. citizens of good moral character and a resident of Pennsylvania for at least one year prior to making preliminary application.

Applicants for the positions, which are non-Civil Service, must pass written exam, strength and agility test, physical exam, background investigation and oral interview.

Salary is \$536.80 biweekly during academy training and starts at \$16,024 annually upon graduation. Overtime and shift differential paid, along with annual clothing maintenance allowance.

To apply or to obtain additional information, write to: Director, Bureau of Personnel, Pennsylvania State Police, 1800 Elmerston Avenue, Harrisburg, PA 17110.

Reach out and touch someone:

In the Jobs section of Law Enforcement News you can reach out and touch thousands of qualified candidates. Call (212) 489-3912 for more details.

Crime prevention gets a master plan

Continued from Page 7
municipalities that border Clifton;

¶ Establishing guidelines and goals for the use of volunteers in police operations;

¶ Upgrading the crime-prevention officer to sergeant, and giving him an additional officer and secretary;

¶ Providing crime-prevention training for all patrol and investigative personnel, all volunteers, and at least some firefighters;

¶ Obtaining an automatic telephone message delivery system for communication with Block Watch captains and other civic leaders;

¶ Setting up a program for volunteers to publicize crime prevention and conduct security surveys.

Chief Kradatus said he is studying the recommendations carefully. "Anything that will enhance crime prevention or help me in any way in preventing crime or providing better services, I will implement," the chief said. He pointed out that some officers already are serving as volunteer Block Watch captains to aid residents in setting up watches. "They will be sort of a liaison between the neighborhood and the police department," he said.

An outsider might assume that Clifton's interest in a crime-prevention survey indicates a surging crime wave. Not so. The city's crime rate is well below na-

tional and state averages, but fear of crime is as strong in Clifton as elsewhere. B. M. (Mac) Gray II of the National Crime Prevention Council said that the study developed when community development director Walters and crime prevention officer Cramer "had reached a point where they felt they were on a treadmill, that they weren't progressing" in improving crime prevention. Chief Kradatus and his commanders were very cooperative, Gray said, "although that's not to say they didn't have areas of disagreement with some of our recommendations. They challenged some of them, but they received them very well," Gray added.

The Clifton survey was a "learning process" for the NCPD as well as a service to Clifton, Gray said. Now the National Crime Prevention Council feels ready to take on more such surveys to show municipalities how to upgrade their crime-prevention efforts. Based on the record of Clifton's experience, there should be plenty of interested police administrators.

(Ordway P. Burden is president of the Law Enforcement Assistance Foundation and chairman of the National Law Enforcement Council. He welcomes correspondence to his office at 651 Colonial Blvd., Washington Twp., Westwood P.O., NJ 07675.)

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Upcoming Events

NOVEMBER

1. Legal Considerations in Private Security. Presented by the Center for Criminal Justice, Case Western Reserve University Law School. To be held in Cleveland, Ohio. Fee: \$60.
- 3-6. Conference on Victims of Juvenile Offenders. Presented by the National College of Juvenile Justice. To be held in Reno, Nev.
- 3-8. Annual Education/Training Conference: "Police Planning with a Purpose." Sponsored by the Association of Police Planning and Research Officers. To be held in St. Augustine, Fla.
4. Interviewing Sex Crime Victims. Presented by the Center for Criminal Justice, Case Western Reserve University Law School. To be held in Cleveland. Fee: \$45.
- 4-6. Bicycle Enforcement. Presented by the Institute of Police Technology and Management. Fee: \$150.
- 4-6. Terrorism in the 80's. Presented by the Institute of Police Technology and Management. Fee: \$325.
- 4-7. Comprehensive Police Fleet Management. Presented by the Institute of Police Technology and Management. Fee: \$325.
- 4-6. Master User Microcomputer. Sponsored by the Florida Institute for Law Enforcement. To be held in St. Petersburg. Fee: \$125.
- 4-8. Advanced Firearms Instructor Training. Presented by the Institute of Public Service, Brenau Professional College. To be held in Gainesville, Ga.
- 4-8. Police Internal Affairs. Presented by the Institute of Police Technology and Management. To be held in Winston-Salem, N.C. Fee: \$325.
- 4-6. Video Operations. Sponsored by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: \$695.
- 4-15. 65th Police Executive Development Institute (POLEX). Presented by the Pennsylvania State University. To be held in State College, Pa. Fee: \$695.
- 4-15. Crime Prevention Technology and Programming. Presented by the National Crime Prevention Institute. Fee: \$550.
5. Interviewing Sex Crime Victims. Presented by the Center for Criminal

Justice, Case Western Reserve University Law School. To be held in Columbus, Ohio. Fee: \$45.

6-8. Modern Techniques in Effective Sex Crime Investigation. Presented by the Kent State Police Training Academy. To be held in Kent, Ohio. Fee: \$75.

7-8. Drug/Narcotics Investigation. Presented by the University of Delaware, Division of Continuing Education. To be held in Wilmington, Del. Fee: \$275.

7-6. Interviewing Techniques. Presented by the Center for Criminal Justice, Case Western Reserve University Law School. To be held in Cleveland. Fee: \$100.

11-15. Automated Crime Analysis. Presented by the Institute of Police Technology and Management. Fee: \$475.

11-15. Counterterrorism and Hostage Rescue. Presented by the Institute of Public Service, Brenau Professional College. To be held in Gainesville, Ga.

11-15. Supervising Civilians in Law Enforcement. Presented by the Institute of Police Technology and Management. Fee: \$325.

11-15. Law Enforcement Photography. Presented by Eastman Kodak Company. To be held in Dallas. Fee: \$250.

11-15. Police Supervisor In-Service Training Institute (POSIT). Presented by the Pennsylvania State University. To be held in State College, Pa. Fee: \$325.

11-16. Police Motorcycle Rider. Sponsored by the Institute of Police Technology and Management. Fee: \$575.

11-22. Instructor Techniques. Presented by the Florida Institute for Law Enforcement. To be held in St. Petersburg, Fla. Fee: \$150 for non-Florida officers (grant-funded for Florida officers).

11-22. Police Motorcycle Instructor. Presented by the Institute of Police Technology and Management. Fee: \$1,000.

13-15. Managing the Criminal Investigation. Presented by the University of Delaware, Division of Continuing Education. To be held in Wilmington, Del. Fee: \$325.

13-15. Dispatchers' Techniques. Presented by the University of Delaware, Division of Continuing Education. To be held in Wilmington, Del. Fee: \$250.

13-15. Child Pornography/Sexual Abuse. Presented by the University of Delaware, Division of Continuing Education. To be held in Wilmington, Del. Fee: \$325.

13-15. Hostage Negotiations and Recovery. Presented by the Kent State Police Training Academy. To be held in Kent, Ohio. Fee: \$100.

13-17. 37th Annual Meeting. Presented by the American Society of Criminology. To be held in San Diego.

17-21. 8th Annual Conference. Presented by the International Society of Crime Prevention Practitioners. To be held in Phoenix, Ariz. For details, contact the Arizona Crime Prevention Association, P.O. Box 3755, Phoenix, AZ 85030. Tel.: (602) 252-7331.

18. Employee Performance Appraisal. Presented by the Criminal Justice Training and Education Center. To be held in Toledo, Ohio. Fee: \$110.

18-19. Employee Theft. Presented by the University of Delaware, Division of Continuing Education. To be held in Wilmington, Del. Fee: \$350.

18-19. Application of Physical Security Systems. Presented by the University of Delaware, Division of Continuing Education. To be held in Wilmington, Del. Fee: \$375.

18-20. Special Problems in Internal Affairs Investigation. Presented by the Institute of Police Technology and Management. Fee: \$275.

18-20. Police Interview/Interrogation. Presented by the University of Delaware, Division of Continuing Education. To be held in Wilmington, Del. Fee: \$325.

18-22. Supervisory Skills. Presented by the Kent State Police Training Academy. To be held in Kent, Ohio. Fee: \$90.

18-22. Basic Fingerprinting. Presented by the Center for Criminal Justice, Case Western Reserve University Law School. To be held in Cleveland. Fee: \$150.

18-22. Automated Crime Analysis. Presented by the Institute of Police Technology and Management. Fee: \$475.

18-22. Covert Security. Presented by the Institute of Public Service, Brenau Professional College. To be held in Gainesville, Ga.

19-21. DWI Enforcement. Presented by the Traffic Institute. To be held in Evanston, Ill. Fee: \$385.

19-22. Computers and EDP in Policing. Presented by the New England Institute of Law Enforcement Management. To be held in Wellesley, Mass.

19-22. Executive Seminar. Presented by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: free.

20. Missing Children. Presented by the Criminal Justice Training and Education Center. To be held in Toledo, Ohio. Fee: \$20.

20-22. Bank Security. Presented by the Criminal Justice Center Police Academy, Sam Houston State University. To be held in Huntsville, Tex.

22. Legal and Civil Liability Update for Law Enforcement Officers. Presented by the Criminal Justice Training and Education Center. To be held in Toledo, Ohio. Fee: \$102.

DECEMBER

2-3. New Frontiers in Law Enforcement Liability. Presented by the Division of Continuing Education, University of Delaware. Fee: \$325.

2-3. Beat Stress and Survive. Presented by the Kent State Police Training Academy. To be held in Kent, Ohio. Fee: \$40.

2-4. Special Problems in Police Media Relations. Presented by the Institute of Police Technology and Management. Fee: \$275.

2-4. Automated Manpower Allocation. Presented by the Institute of Police Technology and Management. Fee: \$295.

2-6. The Personal Computer for Police Managers: Advanced Program. Presented by the Southwestern Legal Foundation. To be held in Dallas.

2-6. Police Traffic Radar/Instructor Training. Presented by the Traffic Institute. To be held at Lackland AFB, Tex. Fee: \$400.

2-6. Supervision of Personnel. Sponsored by the Center for Criminal Justice, Case Western Reserve University School of Law. To be held in Cleveland. Fee: \$150.

2-6. Managing the DWI Program. Presented by the Institute of Police Technology and Management. Fee: \$325.

2-6. Executive Development. Presented by the Florida Institute for Law Enforcement.

To be held in St. Petersburg. Fee: \$125.

2-6. Technical Surveillance I. Presented by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: \$895.

2-6. Homicide Investigation. Sponsored by the Division of Continuing Education, University of Delaware. Fee: \$400.

2-6. Seminar for the Police Training Officer. Presented by the Institute of Police Technology and Management. Fee: \$325.

2-6. Counterterrorism and Hostage Rescue. Presented by the Institute of Public Service, Brenau Professional College. To be held in Gainesville, Ga.

2-13. Crime Prevention Technology and Programming. Presented by the National Crime Prevention Institute. To be held in Louisville, Ky. Fee: \$550.

3-4. High-Risk Incident Management. Presented by the Traffic Institute. Fee: \$225.

3-4. Terrorism in the 1980's. Presented by Richard W. Kobetz and Associates Ltd. Fee: \$350.

3-5. POLEX Legal Forum. Presented by the Police Executive Development Institute, Pennsylvania State University. To be held in University Park, Pa. Fee: \$225.

4. Executive Institute for Suburban Chiefs. Presented by the Traffic Institute. Fee: \$450.

4. Domestic Violence. Presented by the Criminal Justice Training and Education Center. To be held in Toledo, Ohio. Fee: \$120.

4-6. K-9 Unit Management. Presented by the Division of Continuing Education, University of Delaware. Fee: \$350.

5-6. Corporate Aircraft Security. Presented by Richard W. Kobetz and Associates Ltd. Fee: \$350.

6-7. Child Abuse and Neglect: How to Understand, Detect and Report. Presented by Jerome Leavitt Inc., To be held in Seattle, Wash. Fee: \$90.

9-10. Fire and Arson Investigation. Presented by the Division of Continuing Education, University of Delaware. Fee: \$235.

9-11. Hostage Negotiations. Sponsored by the Florida Institute for Law Enforcement. To be held in Treasure Island, Fla. Fee: \$125.

9-13. Police Executive Development. Presented by the Institute of Police Technology and Management. Fee: \$325.

9-13. Computers in Law Enforcement. Presented by the Institute of Public Service, Brenau Professional College.

9-13. Police Intelligence Operations. Sponsored by the Division of Continuing Education, University of Delaware. Fee: \$595.

9-13. Seminar for the Field Training Officer. Presented by the Institute of Police Technology and Management. Fee: \$325.

9-13. Surveillance Operations. Presented by the National Intelligence Academy. To be held in Fort Lauderdale, Fla. Fee: \$695.

9-20. Technical Accident Investigation. Presented by the Traffic Institute. To be held at Lackland AFB, Tex. Fee: \$550.

9-20. Traffic Accident Reconstruction. Presented by the Traffic Institute. Fee: \$650.

10-11. Survival Techniques (Drug Undercover). Presented by the Division of Continuing Education, University of Delaware. Fee: \$300.

10-11. Perspectives on Computer Security. Presented by the Division of Continuing Education, University of Delaware. Fee: \$350.

10-12. Hostage Negotiations. Presented by the Florida Institute for Law Enforcement. Fee: \$125.

11-12. Terrorism and Political Violence. Presented by the Kent State Police Training Academy. To be held in Kent, Ohio.

11-12. Profile of the Juvenile Fire Setter. Presented by the Division of Continuing Education, University of Delaware. Fee: \$300.

12. Legal and Civil Liability Update for Law Enforcement Officers. Presented by the Criminal Justice Training and Education Center. To be held in Toledo, Ohio. Fee: \$102.

Directory of Training Sources Listed

American Society of Criminology, Attn: Sarah M. Hall, 1314 Kinnear Road, Columbus, OH 43212. Tel.: (614) 422-9207.

ANACAPA Sciences Inc., Law Enforcement Programs, Drawer Q, Santa Barbara, CA 93102.

Association of Police Planning and Research Officers, c/o Larrell Thomas, APPRO Conference Chairman, P.O. Box 1250, Gainesville, FL 32602.

Broward County Criminal Justice Institute, Broward Community College, 3501 S.W. Davie Road, Ft. Lauderdale, FL 33314. (305) 475-6790.

Calibre Press, 665 Dundee Rd., Suite 1607, Northbrook, IL 60062

Center for Criminal Justice, Case Western Reserve University, Cleveland, OH 44106. Tel.: (216) 368-3308.

Criminal Justice Center, John Jay College of Criminal Justice, 444 West 56th Street, New York, NY 10019. Tel.: (212) 247-1600

Criminal Justice Training Center, Modesto Junior College, 2201 Blue Gum Avenue, P.O. Box 4065, Modesto, CA 95352. Tel.: (209) 575-6487.

Criminal Justice Training and Education Center, Attn: Ms. Jeanne L. Klein, 945 S. Detroit Avenue, Toledo, OH 43614. Tel.: (419) 382-5665.

DanCor Ltd. Police Training, 2387 Rippey Court, El Cajon, CA 92020.

Florida Institute for Law Enforcement, St. Petersburg Junior College, P.O. Box 13489, St. Petersburg, FL 33733.

Georgia Police Academy, 959 E. Con-

federate Ave., P.O. Box 1456, Atlanta, GA 30371. Tel.: (404) 656-6105.

Hocking Technical College, Special Events Office, Nelsonville, OH 45764. (614) 753-3591, ext. 319.

Institute of Police Technology and Management, University of North Florida, 4567 St. Johns Bluff Rd. So., Jacksonville, FL 32216

Institute of Public Service, Brenau Professional College, Gainesville, GA 30501-3697.

International Association of Chiefs of Police, 13 Firstfield Road, Gaithersburg, MD 20878. Tel.: (301) 948-0922.

International Association for Hospital Security, P.O. Box 637, Lombard, IL 60148. Tel.: (312) 953-0990.

International Association of Women Police, c/o Sgt. Shirley Warner, Anchorage Police Department, 622 C Street, Anchorage, AK 99501. Tel.: (907) 264-4193.

Kent State Police Training Academy, Stockdale Safety Building, Kent, OH 44242. Telephone: (216) 672-3070.

Jerome Leavitt Inc., 5402 East Ninth Street, Tucson, AZ 85711-3115.

Milwaukee Area Technical College, 1015 North Sixth Street, Milwaukee, Wis. 53203.

Narcotic Enforcement Officers Association, P.O. Box 999, Darien, CT 06820. Tel.: (203) 655-2906.

National Alliance for Safe Schools, 501 North Interregional, Austin, TX 78702. Tel.: (512) 396-8688.

National Association of Fire Investigators, 53 West Jackson Blvd., Chicago, IL 60604. Tel.: (312) 939-6050.

National Association of Police Planners, c/o Ms. Lillian Taylor, Portsmouth Police Department, 711 Crawford Street, Portsmouth, VA 23704. (804) 393-8289.

National College of Juvenile Justice, P.O. Box 8970, Reno, NV 89507. (702) 784-6012.

National Council of Juvenile and Family Court Judges, P.O. Box 8970, Reno, NV 89507.

National Crime Prevention Institute, School of Justice Administration, University of Louisville, Louisville, KY 40292.

National Intelligence Academy, Attn: David D. Barrett, 1300 Northwest 62nd Street, Ft. Lauderdale, FL 33309. Telephone: (305) 776-5500.

National Police Institute, 405 Humphreys Building, Central Missouri State University, Warrensburg, MO 64093-5119.

New England Institute of Law Enforcement Management, Babson College, Drawer E, Babson Park, MA 02157.

Pennsylvania State University, McKeesport Campus, Continuing Education Department, University Drive, McKeesport, PA 15132. Tel.: (412) 678-9501.

Pennsylvania State University, S-159 Human Development Bldg., University Park, PA 16802

Police Executive Development Institute (POLEX), The Pennsylvania

State University, S159 Human Development Building, University Park, PA 16802. Tel.: (814) 863-0262.

Professional Police Services Inc., P.O. Box 10902, St. Paul, MN 55110. Tel.: (612) 464-1080.

Richard W. Kobetz and Associates, North Mountain Pines Training Center, Arcadia Manor, Route Two, Box 100, Rerryville, VA 22611. Tel.: (703) 955-1128 (24-hour desk).

Sam Houston State University, Criminal Justice Center Police Academy, Box 2296, Huntsville, TX 77341.

Shirley Finger Print Laboratories, Criminalistics Training Center, 114 Triangle Drive, P.O. Box 30576, Raleigh, NC 27622.

Southern Police Institute, Attn: Ms. Shirley Beck, University of Louisville, Louisville, KY 40292. Tel.: (502) 588-6561.

Southwestern Law Enforcement Institute, P.O. Box 707, Richardson, TX 75080. Tel.: (214) 690-2370.

Traffic Institute, 555 Clark Street, P.O. Box 1409, Evanston, IL 60204

University of Delaware, Division of Continuing Education, 2800 Pennsylvania Avenue, Wilmington, DE 19806. Tel.: (302) 738-8155

Webb Consultants Inc., Attn: Prof. Robert J. McCormack, 3273 Teesdale Street, Basement Suite, Philadelphia, PA 19136. Tel.: (215) 331-0845.

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Training goes beyond books:

Spurred by a hard-working group of actor-trainers in New York, on-the-job training is taking on a whole new meaning — it's coming alive. **See interview, Page 9.**



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